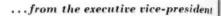
DECEMBER, 1957

Manage



- PREVENTING ASPHYXIA
- SUPERVISORY CHECK LIST
- BUILDING GOOD COMMUNICATIONS
- THE JAPANESE FOREMAN





MARION N. KERSHNER

Report to the Membership

Throughout the 34th NMA Conference in Pittsburgh, I kept wondering how the NMA staff might assist club officers in transmitting to their club members the inspiration and stimulating experiences of the delegates and members attending. Many of the club officials expressed this same thought. One of the results is the special report on the Conference, giving some of the thought-provoking ideas and management improvement suggestions of the Conference leaders and principal speakers. This report we are printing in sufficient quantity for every club president to distribute to every member of his club.

Formerly, as a member, now as your staff officer, I have attended many NMA conferences. This year, as always, I was impressed by the serious-minded, high-principled management men and women gathered together under the NMA banner. It is thrilling to see the hundreds of NMA club banners decorating the lobby and the auditorium of the Conference hotel and, at the Annual Meeting, hearing hundreds of club delegations from 29 to 34 states and from Canada and Puerto Rico announce their name, company and club affiliation. I am sure that the delegates attending their first NMA National Conference realized, as I did in 1948, that we belong to a progressive, dedicated national organization of supervisory management people.

(Continued on inside back cover)

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ANAGE



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IN THIS ISSUE

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DECEMBER, 1957 Vol. 10, No. 3

Asphyxia occurs in industry more times than people think; what every supervisor and worker should know about asphyxia

is presented by John B. Dunne (page 30). . . . The Japanese foreman, his life and his work, is outlined; the article is presented as part of a series on foremen in other countries—the British foreman was presented recently. . . . Zeckendorf, the real estate impressario, is the subject of a highly interesting personality sketch. . . . John C. McKee, editor of the Memogram, the official publication of the management club of the Long Beach Division of the Douglas Aircraft Co., dwells on intuitive decisions as opposed to factual decisions. . . . Mel Samsel tees off on the new cars. . . . "Washington Report" tells how recent court decisions have made the foreman legally responsible for the safety of the workers . . . and Alexander Borden, a business consultant, writes a highly controversial item, stating that job interviews are ineffective....

MANAGE is published monthly on the 25th by THE NATIONAL MANAGEMENT ASSOCIATION (formerly The National Association of Foremen) as its only official publication. Entered as second-class matter September 9, 1952, at the post office in Dayton, Ohlo, under the Act of March 3, 1879. Printed in the U. S. A. Publication office 230 West Fifth Street, Dayton 2, Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices: 321 West First Street, Dayton 2, Ohio. Copyright 1957 by The National Management Association. Subscription rates: annual U. S., \$3.00; foreign, \$5.00; single copy, 30 cents. Bulk subscription rates upon request.

CIRCULATION THIS ISSUE: OVER 78,000, DOMESTIC AND FOREIGN.



LEADERSHIP FOR SELF-IMPROVEMENT

ONE RESPONSIBILITY OF PEOPLE in management is to lead by example. If a manager can fairly expect his employees to be honest, for instance, he must display honesty to those who look to him for leadership. If he would want the employees in his department to strive for self-improvement, he must also prove to them that he practices self-improvement himself.

If he would forbid his employees to come to work with alcohol on their breath, then he should remember that before ordering a cocktail while out to lunch.

If he expects the employees in his department to keep their minds on their jobs and let reading for pleasure or education go until they get away from their jobs, then he ought to be careful about putting his feet up on his desk and studying THE WALL STREET JOURNAL... or even MANAGE, for that matter.

One of the handicaps of management is that the manager has to be doubly careful that he practices his own (or the company's) rules.

The quickest shortcut to futile leadership is for a manager to practice a double standard: what is right for employees to do and what is right for him as a manager to do.

Most managers succeed in cutting down absenteeism simply by getting to work early themselves.

No matter how much work he does at home, the manager who habitually gets to work late never can find the right argument to give an employee who drags into work after the official starting time.

All the boss-to-employee preaching and memoranda in the world will not achieve the results of some simple example-setting, although there are a few managers who still think that management authority gives them the right to make others do as they themselves do not wish to do.

The supervisor who knowingly lies to an employee, cannot very well expect his employees not to lie to him.

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The manager who pads his expense account can't gain respect—even for himself with his conscience—by disciplining an employee for stealing a Coke or Pepsi.

All this is so simple a leadership axiom that we cannot recall having seen a popular "How To . . . " management book on it.

And there probably are a lot of high-level management men who climbed the ladder through self-improvement simply because they worked hard to set a good example for those under them.

MANAGEMENT CARICATURED

Various management groups, and perhaps thousands of top management men, are deeply concerned over the periodic literature, plays, television and radio programs that portray the professional manager in an uncomplimentary role. There are a lot of new novels on the market now, each lampooning top management in a different way.

"Why?" asks management. "Why should gifted writers vent such wrath on us?"

Another management association recently invited some of the more successful management critics to join a panel of executives in witnessing dramatizations of portions of the various fiction writers' books. After the playlets, the authors were asked to explain why they depicted the top managers as they did.

The answers weren't very satisfactory.

And primarily because none of the writers would admit that the primary motivation of the satirist is bitterness. And that did not seem to occur to the executive panel, either.

The obvious reason why most writers of fiction satirize management, or any other profession, is because the writers themselves have failed in the profession—failed in one way or another—and seek to ridicule those more successful, of whom the writers are envious.

We often have had difficulty in understanding why the truthful answer to a question of importance remains obscured just because social discretion suggests that the logical question not be asked.

Why is not the man who balks at revealing the truth by failing to ask the proper question, just as guilty of concealing the truth as is the one who will not speak it?

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Washington Report . . .

.... for supervisors

by Stewart French

Battle lines between the Democratic 85th Congress and the Republican Administration already are being drawn up in preparation for what promises to be a slam-bang session of the national legislature opening next month. The big issue is of course American defense—whether we're really getting a full dollar's worth of bang for our buck; whether, that is, our \$40 billion or \$38 billion for defense is being spent on the right kind of defense.

The other major prong to the attack, with the '58 and the '60 elections in view, is the Administration's actions, and lack of them, to halt inflation.

Defense offers the easiest and most dramatic headlines. Spurred by the Soviet Union's patent break-through in fuels for long-range missiles, as evidenced by Muttnik, Senators are getting swords sharpened and guns loaded for inquiries of the several agencies in the Eisenhower Administration having to do with our preparedness.

Among those carrying the ball will be Sens. Stuart Symington, Missouri Democrat who was Secretary of the Air Force under President Truman, and Henry M. Jackson, Democrat of Washington. Both are members of the powerful Armed Services Committee, and Sen. Jackson also is ranking Democratic Senator

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on the Military Applications Subcommittee of the Joint Committee on Atomic Energy, which is certain to have its say. Sen. Symington, rich and blue-blooded, is a leading Senatorial contender for the Democratic nomination for President in '60.

However, some Democratic Senators also are blaming Congress as well as the Administration. This posture is perhaps best expressed by Sen. Mike Mansfield (he signs his official Senatorial mail as "Mike"), former Montana mine pit boy who is majority whip of the Senate. In a recent interview he quoted an article in the August, 1957, issue of the "Army Information Digest," official magazine of the Department of the Army, which reported:

"The Soviet Army is the only major force in the world today that has a completely new postwar arsenal of weapons, in being, in the hands of trained troops, capable of fighting either a nuclear or non-nuclear war, big or small, in any kind of climate or terrain."

That statement was made in an article entitled "A Look at Soviet Weapons." The Army publication went on to say that we must have a well-planned, vigorously-executed and adequately-supported research and development program if our Armed Forces are to achieve superiority. Although the article was first publicized last August, it had little impact at the time. Sen. Mansfield related it to a whole series of Russian advances, culminating in Sputnik.

"Where is our leadership?" asked the Senate leader. "This is the time for leadership. Both the Administration and Congress have been to blame."

Sen. Mansfield, himself a ranking member of the Armed Services Committee, released a memorandum tracing Russian progress and commented: "The Soviet Union's accomplishments in heavy industry and weaponry cannot mask her relative primitiveness in housing and consumer goods, but it does indicate that any illusion the United States may have that we are technologically unchallengeable has been shattered."

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SUPERVISORS RESPONSIBLE FOR SAFETY OF WORKERS. COURTS RULE

Two United States circuit courts of appeal, which are right next to the Supreme Court, have ruled that railroad foremen are responsible for seeing to it that employees are guarded against hazards in their work. This is so regardless of whether the employee asks for protection or help, or goes ahead and "assumes the risk."

In a case on appeal to the Sixth circuit (which has jurisdiction over Ohio) a machine-grinder for the Southern Railway had been awarded substantial damages for a ruptured disc in his back. The evidence in the district—or "trial" court—showed that on the day the injury occurred, an above-normal amount of grit, tar and dirt were on the rails, and that on previous occasions when such conditions prevailed, the foreman had assigned a helper to the grinder. Ordinarily, however, the work was considered "a one-man job," the court found. The worker made no request for someone to assist him nor made use of help available.

The appeals court, in upholding the award of damages by the trial court, declared:

".... it was the foreman's duty, as in past instances of this kind, to ameliorate the situation in performance of the employer's obligations."

In another case, that of Snyder vs. Lehigh Valley Railroad, the third Circuit held a foreman's failure to supply goggles to a worker warranted sending a damage case to a trial jury. The worker had asked his foreman for safety goggles in 1951 and had been told there were none available. Two years later, while doing the same job, he was injured by a stone striking him in the eye when he was knocking off a rail anchor.

The trial judge stated in setting aside a jury's award he should have directed a verdict for the railroad on the issue that the foreman, and hence the railroad, was negligent in not supplying

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the employee with goggles. On this point the appellate court ruled:

"He (the employee) was never issued goggles by the defendant, notwithstanding the fact that he had previously asked for them. On such evidence in the light of the circumstances of the situation, the jury could have inferred that the defendant was negligent. The trial judge would have erred had he directed a verdict for the defendant."

LABOR-MANAGEMENT ACTIVITIES DUE FOR OVERHAUL

Opinion in the national Capital is increasing that something must be done about the managementlabor practices revealed by the McClellan Committee. The committee has been living up to its official name of "Select Committee to Investigate Improper Activities in Labor-Management Relations" in that it has shown grave abuses of law and public morality both on the part of unions and on the part of certain managements in efforts to combat not only union abuses but unions themselves.

In a lead editorial entitled "Evil Begets Evil." the influential Washington Post and Times Herald has commented:

"The Senate Rackets Committee has spread on the record some disgusting testimony regarding the foul means by which unions sometimes seek to organize workers and the equally reprehensible tactics used by some businesses to prevent organization. Neither is excusable, as responsible spokesmen for both sides have been commendably quick to acknowledge. seems evident that resort to tactics of this kind by one side may have much to do with their adoption by the other. One low blow is likely to be answered by a lower one and so on until labor-management relationships in such a situation are altogether debauched."

So far, most of the proposed legislative remedies have been aimed at unions. Secretary of Labor Mitchell, who is President Eisenhower's spokesman

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on labor matters, has publicly urged legislation to guarantee free, secret elections of union officers no less than once every four years.

"The secret ballot is the strongest weapon against the tyranny of corrupt officials, whether they be in public or union office," the cabinet officer pointed out.

He also urged legislative restrictions on what he called "blackmail" picketing; that is, so-called organizational picketing to force an employer and his employees to have a union against their will. However, he reiterated his warning against "any headlong legislative plunge that effects a temporary cure to the lasting detriment of the whole nation."

Secretary Mitchell also renewed his backing of Administration bills already before Congress to require detailed reporting and public disclosure of employee welfare and pension funds—"in which American workers have somewhat in excess of \$30 billions in equity."

Meanwhile, Sen. William Knowland, minority leader of the Senate and a leading candidate for the Republican nomination for President, has made it known that he is drafting legislation to "protect democracy" in labor unions. He would guarantee union members the right to elect and recall officers by secret ballot and to vote on union policies, to limit use of union funds to improvement of wages and working conditions, and prohibit use of such funds for political purposes.

Another piece of Federal legislation is being prepared by Sen. John Butler of Maryland to make unions subject to the anti-trust laws by amendment to the Clayton Act.

Members of Congress usually regarded as outspoken friends of labor, such as, for example, Sens. Pat McNamara of Michigan and Paul Douglas of Illinois, have not, as of this writing, been heard from as to what measures they will try to have Congress enact to correct management abuses of workers' legal rights to organize. But in all 4 M

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Loo philos under probability what will be sauce for the goose will be sauce for the gander once labor-management relations are opened up again for Federal action.

As we said, the second session of the 85th Congress should be a humdinger.

Philosophers & Industry

A MERICAN INDUSTRY is becoming more philosophical. In fact, "more and more philosophers are being employed by government and industry," reports Dr. Richard S. Rudner, assistant professor of philosophy at Michigan State University.

He stressed, however, that attempting to justify philosophy solely by its usefulness is repugnant to many philosophers. "But the fact remains," he said, "that philosophers are being usefully employed in a wide variety of fields."

Manufacturers of high-speed digital computers, or electronic "brains," are using philosophers as logicians in computer programming, coding and even designing the computer machines themselves.

In the insurance field, philosophers have been utilized to screen complex policies to see that the firm does not contradict itself.

One of the major problems in industry, research and government is the making of policy decisions. Here is where the philosopher in the special field of ethics comes in. He is able to explicitly identify goals and values and can help assess the available means for attaining those goals, Dr. Rudner explained.

He added that "any time there is a problem of integrating the various branches of knowledge and research, the philosopher of science can be, and is, usefully employed."

Looking at the broader aspects of the increased interest being accorded philosophy, Dr. Rudner points out that "man simply requires and seeks an understanding of himself and his place in the universe."

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SUPERVISORY | check list

by alfred m. cooper

FOR FIFTY YEARS the quality of industrial supervision has improved steadily, yet even today surveys of employee attitude appear to indicate that most peeves registered by workers have to do with irritating contacts they have had with some immediate superior. It is difficult to overestimate the importance of the daily work of the shop or office supervisor.

With this in mind, it may be interesting for the supervisor to study the following questions and comments as a check on the quality of his supervision. Each point listed was suggested by an executive of broad experience and considered by him to be important. The man who has yet to be promoted to supervisory rank also may profit by analyzing his capacities for successful supervision.

ONE—Can you plan your work ahead?

No supervisor can schedule his time and energies to best advantage until he knows exactly what he is responsible for and has analyzed his job in terms of the relative importance of his various responsibilities.

Experience proves that until the

supervisor gives some thought to this matter of analysis, there is an excellent possibility that some responsibilities are being slighted, while it is not uncommon to discover routine and emergency responsibilities that appear to belong to no one at all, or which have become the responsibility of two or three supervisors.

Such hiatuses, or overlapping, can be eliminated if each supervisor analyzes his own job and establishes a scale of importance for such common responsibilities as getting out production, development of morale, employee physical condition, cooperation, etc.

It is then not difficult for the supervisor to allot approximately proper time and effort to the discharge of its depart his pla his su and co self co of his

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charge of each responsibility in terms of its importance in that particular department, and thereafter know that his planned work-schedule will make his supervision both well-balanced and complete. The supervisor himself can make a workable analysis of his own responsibilities.

TWO-Do you like your subordinates?

Experienced executives contend it is difficult to establish a proper bossworker relationship unless the super-

visor genuinely likes a majority of his subordinates.

Where mutual liking is absent (and we have all known supervisors who positively disliked most of those reporting to them) the work force may find

fault with superiors, supervisors may be outspoken in their criticism of their own subordinates, of each other, and of policies of management.

Conceivably, a supervisor who was meticulously fair in his treatment of all subordinates might avoid serious friction, even though he was concealing dislike of these people. But judicial fairness is difficult of attainment, whereas a supervisor who likes those reporting to him may well be excused by subordinates for occasional lapses in this respect.

THREE—Are your orders obeyed promptly and fully?

The primary responsibility of any supervisor is getting out production.

Since, in any department, the giving of orders and the manner in which these are carried out has a lot to do with production, a check must be made here.

The speed and completeness with which orders are obeyed indicates the confidence of the worker in the fairness, job knowledge, and judgment of his supervisor.

Where subordinates feel justified in questioning any order, before carrying it out, there is something

wrong. This is no time for instruction. For one thing, the time element may well make it impossible to explain why an order has been given, and such explanation should never be an essentiality in securing prompt

action when an order has been issued. The supervisor who is having difficulty in getting his orders obeyed, as given, will do well to check the forcefulness with which his oral orders are issued, and also should be sure that the who-what—when-where elements of a proper order are either explicit or implicit in the wording of the order.

FOUR—Do you know how to make people want to do what you want them to do?

Educators call this "motivation," but it has been practiced in all human relationships for ages. Wives are good at it. It is the essence of good salesmanship. This ability dis-

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A supervisor motivates by making a job interesting, by giving credit for good work, by removing unnecessary annoyances, by checking the worker's physical capacities, by showing an interest in the employee's problems outside the plant.

It is quite possible to overdo motivation. Employees may get fed up with too frequent and too obvious efforts to spur them on to greater effort by application of motivation in one form or another. Motivation, to be most effective, should be sincere.

FIVE—Do you know when and how to deliver an effective reprimand?

Any consideration of supervisory procedure which does not cover the when and how of reprimanding must be wholly unrealistic. Should the day ever come when all orders are carried out promptly and exactly as given, then the supervisor can forget about reprimands. Until then, he will do well to study his methods of calling attention to errors.

The objective here is to make the reprimand sufficiently effective with each individual, so that it will be a long time before another one is called for.

Experienced executives contend that the reprimand must be fitted to the individual; that a few words will suffice with an intelligent subordinate, but more time and effort must be devoted to the obtuse or stubborn worker. The desideratum here is that, when the reprimand has been completed, the subordinate knows exactly why he has been corrected, holds no resentment, but feels inclined to avoid further errors. Thereafter, there must be no carryover of censorious attitude on the part of the supervisor.

"Soft supervision," of the sont practiced by those who believe reprimands are never called for, is ineffective, costly supervision. When consistently practiced, it places a premium on sloppy workmanship and develops a curious and unpleasant type of prima donna subordinate—something like the "little monsters" we see among the children of parents who refuse to correct their progeny for fear of inflicting a "psychic wound."

A supervisor should never be put in the position of being shorn of too much of his rightful authority, for then he must attempt to get results by wheedling, wasteful, roundabout methods of persuasion in which polite suggestions must replace the issuance and following up of resultgetting orders.

SIX—Do you consider your brother-supervisors to be high-grade men?

It is not reasonable to expect any supervisor to entertain a high opinion of all his brother supervisors. But in the average organization, a majority of the supervisors should measure up to certain minimum standards in the 1957 qualit siderii

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qualities of supervision we are considering.

If the supervisor gives all of his fellow-bosses blanket high praise he probably is not being altogether sincere. But even worse is the situation, occasionally encountered, in which a supervisor may speak disparagingly of all, or nearly all, of his brother bosses. Such a supervisor has a real problem to work out in learning to cooperate with men of equal rank.

Most supervisors like most of their fellow-bosses and are determined to get along with the remainder of the supervisory force.

SEVEN—Are you satisfied with the rapidity with which you have been promoted?

This is not a trick question, but it is one that cannot be satisfactorily answered without thought.

In exceptional instances, a supervisor may have been so fortunate as to have been shoved rapidly ahead, and in this case a flatly affirmative reply would be in order.

In most cases, however, promotion to a worthwhile supervisory job comes rather slowly. Apparently, there is no adequate substitute for experience—years of it.

Most supervisors would like to see promotions come oftener, yet unless others are being advanced over their heads they do not feel too strongly about the matter. They believe if they do a good job they will not be overlooked when a better job is open, and in the meantime running their department is sufficiently interesting and demanding work.

Thus it may be said that the supervisor who is wholly satisfied with his rate of advancement, and the one who is thoroughly dissatisfied, each may need to give a bit more thought to this matter of promotions.

EIGHT—Do you know when and how to delegate authority to others?

In a minor supervisory job the boss may get by for years without finding it necessary to trust others with authority. But unless he eventually learns to delegate authority, and when and how much, he definitely limits his own chances of advancement. Once executive rank has been reached, this matter of delegation must be studied carefully, in order to ascertain the load any assistant may be safely expected to carry.

Delegation should be practiced as early as possible, if for no other reason than that management often hesitates to promote a supervisor who has failed to develop a good second man. The only proper way to teach such an assistant to run a department is to delegate to him the authority to run it, whenever this is practicable.

NINE-Are you a good teacher?

In every organization we find one or more executives or supervisors who have acquired enviable reputations as developers of exceptional men. Throughout the company, service in

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such a department is considered as something special in the experience record of any employee, and these people are always in demand, in other departments, and as potential supervisors.

The head of such a department is usually remarkably proficient as a teacher. Any knowledge or skill he has acquired over the years he can readily impart to others, and he takes genuine pleasure in doing this.

In training a new employee, can you mentally place yourself in the position of the learner, thus properly planning lessons and making allowance for the difficulties facing the employee who must grasp the new ideas? This is the mark of the good teacher.

TEN—Can you defend a policy laid down by management even when you have not been informed of the reason for this policy?

Experienced executives rate loyalty as one of the eight essential qualities of leadership. Loyalty is a measure of the confidence the supervisor has in his management. If he feels their decisions are uniformly fair, in terms of the welfare of employees and stockholders, he can wholeheartedly support any policy so laid down, even though he has no idea why it was formulated.

The supervisor who feels he must determine for himself in each instance whether or not he favors, and can support, a policy of management which has not been explained to him. is probably working for the wrong company. The only kind of lovalty that is worth much when the going is rough is what is usually termed "blind" loyalty. This is true, since. as in the case of orders issued by the supervisor to his own subordinates. the time element may make it impracticable in an emergency that everyone affected be informed of the reasons behind a pronouncement of policy before it is to be adhered to.

Supervision is a difficult and exacting art and it is well to bear in mind that perfection in human relations is something unknown. Thus if the supervisor were to score himself in each of the ten phases of supervision discussed above, certainly there would be no perfect scores. Averaging just above 70 in these ten might appear to be a mediocre showing. Actually, that would be a good score. If the individual supervisor can conscientiously give himself an average of 70 on these factors he is probably a very good boss.

An editor who was noted for his caustic wit received a lengthy verse, written on perfumed paper and tied with pink ribbon, from a contributor. The title of the poem was, "I Wonder Will He Miss Me?"

The editor read the poem, frowned, and returned the material with a note saying: "Dear Madam, if he does, he should never again be trusted with frearms."

BUILDING GOOD COMMUNICATIONS

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The supervisor
is the key man
of communications.
No program
can succeed
without the full support,
and strong participation,
of supervision.

I HAVE NEVER SEEN a plant where the communication program wasn't badly in need of improvement," declares a divisional manager of a nationwide company.

"You can be memo-minded and still not communicate," says a communication specialist of another

large corporation.

"We do not do a very good job of communications and frequently face problems which are traceable to this fact," concedes another executive.

GROWING NEED

Why all the sudden emphasis on this facet of business administration, which has frequently been called one of management's weak points? For one thing, businesses, even small ones, are seldom one-man operations at the management level. Good corporate decisions are no longer based on individual judgment, but on as much study and information as can be obtained.

The role of the *supervisor* has been greatly advanced. He needs to know more about the company than the former straw boss.

The advent of organized labor has forced companies to "tell their side." But even more important is the growing conclusion that the best worker is the *informed* worker.

The extent of a company's internal communications system probably varies with the size and extent of product diversification, as well as plant decentralization.

ROCKWELL METHOD

Rockwell Manufacturing Co., for example, utilizes a highly-developed and well-organized system of communications to reach its diversified and decentralized organization.

It faces the problem of transmitting information to and from its plants, keeping top management informed and encouraging plant managers to make the correct decisions.

Rockwell finds its answer in a policy of near-total disclosure of operating information to an extensive group of management, production and sales personnel. Range is so broad that much of the information is data that in many companies would be restricted to top-executive levels.

At the head of the Rockwell communications program is president Willard F. Rockwell's weekly staff meetings. Next is his regular monthly letter. This goes to vice-presidents, corporation department heads, plant managers, sales executives.

COMPLETE DATA

This contains an analysis of previous month's operations, analysis of inventories and matters of current interest.

A division vice-president's letter, patterned after the president's letter, goes to divisional department heads.

Important on the list is a management newsletter, quarterly, prepared by the president and his staff. This includes quarterly analysis, sales forecasts, and anticipated changes to meet new forecasts, plant budget information, including complete analysis of actual costs compared to budget, management tips.

This goes to all Rockwell management personnel from board chairman to foreman—600 of the company's 7000 employees.

COMMUNICATIONS UPWARD

At a lower level, a monthly activity report is prepared by the plant manager and his department heads. This, as upward communications, informs headquarters of plant programs, progress, and problems.

An annual meeting conducted by the president and division vice-presidents is held for all plant managers, staff men, and regional sales managers. The president holds quarterly employee meetings with all headquarters personnel.

A research development report keeps the management group informed of new product developments, central and plant research projects, engineering news and news on standardization program.

At the supervisory level, conferences are held with supervisors by department heads, at discretion. Letters are sent to supervisors at their homes, telling them of company announcements.

At the employee level are the company house organ, individual plant house organs, internal publicity releases, bulletin boards, and employee letters to encourage "community spirit."

SELL COMMUNICATIONS

Rockwell people agree that most of its communications devices are, in one form or another, in common use. It's a company philosophy, however, that communications must be merchandised. Another point is the com-

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pany's complete frankness in communicating financial and operating data.

Is it successful? Rockwell thinks it is.

Despite the company's wide geographical and product diversification, complicated by many comparatively recent acquisitions, the company is confident that it has built a cohesive unit.

In terms of cold sales and profits, and jobs, the company is operating successfully with strong job security. Also important is the fact that communications provides good training. The company rarely has to go outside to fill important positions.

ESTABLISH OBJECTIVES

One of the major steps in developing a successful communications program is to establish the objectives, then carry them out. Here's an outline of objectives in a division of a major corporation:

ONE—Increase effectiveness of management by speeding flow of information to all levels, and to help managers by giving them up-to-theminute information on all matters of concern to them and their subordinates.

TWO—Increase productivity by reducing resistance to change, new methods and processes through preconditioning of employees.

THREE—Inform employees at all levels of company policies and to win support.

FOUR—Give employees an understanding of the work they are doing, the products they are making, and reasons for demands made upon them in doing their day-to-day jobs.

FIVE—Keep employees informed on matters in fields which affect them and their jobs, so they will become economically and politically sophisticated and capable of making sound decisions in these areas.

IN EMPLOYEE RELATIONS

While good plant communications is equally important at management level, many companies stress its value in improving employer-employee relationships. Says Kenneth S. Rutledge, personnel manager, Ramsey Accessories Manufacturing Corp., St. Louis:

"We believe internal communication is indispensable for good employer-employee relations. We not only believe, but practice, in both oral and written communications, communicating information concerning the company, such as new customers, new products, customer complaints, etc.

"We establish, in all departmental budgets, an amount of 40 minutes per month which permits the foreman or department manager to discuss with his respective group of employees departmental problems such as excessive scrap, performance, new product lines . . . We have a hard and fast rule that Ramsey employees receive company information first."

TELL THE SUPERVISOR

A point to remember in developing a program is the importance of the supervisor. A case study by the Chamber of Commerce of the communications program at the George D. Roper Co., Rockford, Ill., calls the supervisor the key man of communications.

"Active participation of supervisors in the creation and functioning of communications is considered essential," the report states. "The company feels no communications program can possibly succeed without the full support—and strong participation—of supervision."

In brief, the Roper program for supervisors evolves on these points:

- Development of material through guided discussion at supervisory meetings.
- Presentation of factual material by discussion of examples.
- Lectures, with question and answer sessions.
- Distribution of bulletins and other printed material.
- Summarization of a series of meetings and the playback by questionnaire.
- The company has a well-rounded communications program, but emphasis on supervisors is its outstanding point.

NEEDS EXPERT ADVICE

Establishing a communications program is not easy, may be a job for a person trained in the field.

"Many people feel that if they speak or write, they are communicating," cautions Charles E. St. Thomas, manager, Marketing Services Div., General Electric Co., a communications specialist. "You don't communicate until the person understands what you are trying to communicate."

He believes that one of the big needs of communications is a way to measure effectiveness, so you can know what you are achieving.

"Any sales manager worth his salt will check after a sales meeting and find out if he got through," he points out.

STEP BY STEP

In planning a communications program he suggests these separate steps:

ONE—Set specific objectives. What is it we hope to create an understanding of in a particular communications situation?

TWO—Audience. Who is it we are really trying to reach? Is there a secondary audience?

THREE—Message. What is it that we are really attempting to get across?

FOUR—Timing. When is the best time to create understanding? For instance . . . do we announce a sales plan just prior to vacation?

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FIVE—Climate. What is the feeling? If unfavorable, should effort be concentrated first to eliminate or minimize roadblocks so the message will be received without pre-established mental blocks?

SIX—Media. What is the most effective and economical?

SEVEN—Channels. Do we take the single-channel approach, or do we adopt a multiple-channel approach?

Condensed from Iron Age.

SCIENCE & ENGINEERING PUSH-PULL

S when the other has made conditions ripe for advance, a General Motors vice-president said recently.

The speaker was Dr. Lawrence R. Hafstad, head of GM Research Staff, at the Industry-Navy Research and Development Conference of the National Security Industrial Association.

"... I believe most of you will agree [that] new developments come in spurts. The same idea, the same discovery, or the same invention often occurs in several places simultaneously... as time moves forward, the accumulated technology makes new scientific discoveries possible, and there is a spurt of activity in some scientific field..., "he said.

"Then after verification and consolidation of the new information, the situation is ripe for a spurt of activity in applying this newly found information to human needs and desires. Thus, science and engineering operate essentially in push-pull, each advancing significantly only when the other made conditions ripe for the advance," Dr. Hafstad commented.

For example, he said, considerable "useless" scientific information about the atomic nucleus was accumulated during the 1920's and 1930's.

"When the scientific 'discovery' of the fission process came," he added, "all this information was available for application, and the remarkably rapid development of atomic energy both for war and for peace was the result."

He compared wartime atomic development to a Caesarian birth because "invention of the A-bomb was demanded before the natural processes for transfer of knowledge from scientist to engineer had been allowed to function. The scientist," Dr. Hafstad said, "was thus forced to turn engineer under duress of the emergency. In this case, however, there were two decades of backlog information available for application."

But in some current military developments, he said, "the backlog of pertinent scientific information is essentially zero." (Continued on next page)

"Yet, orders are given that certain engineering problems must be solved, and bottlenecks really due to lack of scientific knowledge are attacked by regiments of engineers, at great cost to the taxpayer, and much to the frustration of all concerned."

"In my opinion," Dr. Hafstad declared, "no little part of the disillusionment with science is . . . the mistaken notion that the brute force methods so successful on engineering problems can in the same manner be applied to science. Engineering is the exploitation of science, and to be successful it must be given some science to exploit," he explained.

For this reason "the normally pacific scientific community has become 50 aroused over neglect or cutbacks in basic research in the military area."

Dr. Hafstad noted a period of "healthy disillusionment" with science currently is apparent, and "it has gradually become clear that . . . a certain number of problems in the world . . . can't be solved by scientific research."

"Immediately after the war," he said, "it was very clear that many people seemed to have discovered science and what it can do for the first time, so science and magic seemed to get confused. Certain quarters of the military were not immune to the gullibility. For a period it seemed that anything promised in the name of science was accepted as already an accomplished fact. Industrialists, too, caught the fever and many scientists were hired in the expectation of miracles with guaranteed delivery schedules. This phase, fortunately, has been safely passed and what has been retained both in industry and in government circles is a solid understanding of what can and what cannot be done in the name of research."

"Mother, do angels fly?"
"Yes, dear, why do you ask?"

"Because I heard daddy call the maid an angel.

Does she fly, too?"
"Yes, dear—tomorrow."

"Now boys," said the teacher, "tell me the signs of the Zodiac."

"Taurus the bull," the first student said.

"Right. Now Harold."

"Cancer the Crab."

"Fine. And now it's your turn, Henry."

Henry looked puzzled, then hesitated a moment more before he blurted: "Mickey the Mouse?"

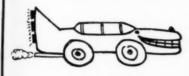
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by Mel Samsel

Wherein the author expresses the view that the new cars are not all they're cracked up to be.

It's BEEN COMING on for a long time. The rise in popularity of the eight-hour coffee break has brought about a condition known as acute automation.

Not that I have an aversion to assembly-line production, automation, or short working hours (because I am one of those who like to go to work at nine and quit at three, with three hours off for lunch, and the rest of the day riddled with coffee breaks), but when the situation boils down to poor quality merchandise, I'm ag'in it.

I think that's what happened to the new car I bought last week. (In the past, I generally settled for a used job purchased with marked money from a barely literate dealer who called himself Birdbrain Barnes. Flashily dressed in old tweed seat covers that growled when he walked, Barnes claimed he had to be forcibly restrained from giving away his merchandise out of sheer exuberance.)

But, this time, I decided to purchase a new car. In contour, the body resembled a space ship on a launching pad ("Crash helmet, anyone?" a neighbor quipped), or perhaps a swan carved in ice. But, despite its appearance, it was more like a Spad than a Sputnik-the workmanship was so poor that the floormat had been laid over several loose bolts, and stepping into the car gave me the sensation of walking barefoot over a peck of walnuts. The 36 startling new features advertised can be readily observed by crawling under the chassis with a lighted candle.

It took much less effort to sit in the front seat, gripping the neophrenic, glidespip, dynalash, wholewheat steering wheel and contemplating the fabulous dashboard. With all the dials on the modern dash, it is now possible to police the area under the hood without leaving the driver's seat; about the only tale the dials don't tell is which man at the factory went out for a ham and cheese and forgot to batten down the drive shaft.

Originally, the automobile was designed with the simple purpose of getting people from one place to another. The car owner would consult a map, choose the safest, smoothest route, and proceed to his destina-

tion. Modern manufacturers frown on that sort of thing today. They have spent millions of advertising dollars to prove that it is now possible to drive through fields filled with tree stumps, over back roads littered with broken bottles, across rock-strewn mountain gullies, and through abandoned stone quarries. This type of far-sighted research has opened up a whole new world for those drivers bored with humdrum motoring on ordinary concrete highways. No sensible driver would miss an opportunity to test his car's rugged engineering by driving up a railroad track, or a smooth, carefree spin along an open drainage ditch. There are thrills for every member of the family: Dad, mother, sister, junior-and your nearby friendly garageman, who is always glad to pick up the pieces and staple them back together again.

As the booklet pointed out, the driver is becoming less and less essential in the modern car, and soon may be engineered out of the picture altogether. Surveys indicate conclusively that the majority of highway accidents are caused by drivers, and as a safety precaution they should be eliminated wherever possible. Most car passengers feel they are perfectly capable of driving the car from the back seat, and complain that the driver blocks their view.

Another section of the booklet I found intriguing was a statistical report on the difficulties involved in

producing a new car design. Over 800 engineers, most of them born under the sign of Leo, had worked around the clock for over 10 months at a cost of \$2,000,000—a good bit of it spent for black coffee. During this period 38 children were born to the families of men in this group, eight divorce actions charging desertion filed, and Milwaukee won the world series.

Out of it came a dynamic, flow-swept, fleet-sleek, power-paced, tor-sion-twisted, be a m-sealed, glideglimmed, foam-flecked, wine-dark, purple-throated, air-fleeced living room on wheels. Covered front and rear with paper diapers, this car represented untold hours of toil, tears, and sweat. A king's ransom had gone into the design of the robe rack alone, and the flower vases suspended from the window stanchions were of the purest rock crystal.

The engineers stood with bowed heads before this pinnacle of engineering achievement. Here at last was the world's most complete equipment for driving two blocks to the corner drugstore for a pint of vanilla ice cream.

The booklet failed to mention one item of equipment—a flat manila envelope containing what is known as "the Paper." This consists of 24 installments each bearing a close resemblance to a king's ransom.

A clause at the bottom of the document can be summarized briefly: even the installments have payments E be to chee their of would

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JOB INTERVIEWS INEFFECTIVE?

EVIDENCE IS ACCUMULATING that the interview as a method of deciding between job applicants is worthless. Carefully controlled studies designed to check the value of selection by interview have been few in number, but their conclusions have been unanimous. They show that the interviewer would do just as well if he flipped a coin.

No interviewer is completely free of personal bias. The time allowed for an interview is always too short to permit seeing through the impressive facades cultivated by some individuals to conceal the lack of essential abilities. It is not surprising, therefore, that outstanding people suffer repeated rejections before they receive the opportunity to demonstrate their talents.

Business executives continue to place reliance on this technique because few have been exposed to the findings of these studies. They have, furthermore, always shown considerable reluctance to substitute objective data for subjective judgments. Aptitude tests are therefore presented to them merely as aids to selection. They are also proposed as screening devices leaving the ultimate decision dependent on a personal interview.

The same studies indicate that the prognostic value of the tests *alone* is significantly greater than when an interviewer's judgments are used to supplement the scores resulting from the tests. The results were the same even when the interviews were conducted by trained psychologists to insure objectivity.

Testing procedures have achieved remarkable successes in several situations. Efforts to apply such testing procedures more generally have resulted in considerable disillusionment. The failures can usually be laid to the unsound application of tests.

Psychologists have made extensive progress in devising tests to identify and measure mental abilities, personality and character traits and physical skills. Little corresponding progress has been made in discerning the qualities essential for successful performance in particular jobs. The objective study of the work content of individual jobs to determine the traits needed for optimum performance remains a virgin field.

There is a great need to eliminate the misconceptions which pervade this area. Only the rigorous application of the scientific method, an essential element of which is the careful validation of tests, will correct this condition. When these deficiencies in the application of testing procedures have been eliminated, greater accuracy in selection will be attained.

-Alexander Borden, business consultant.

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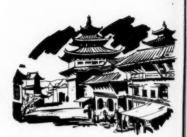
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*The Japanese*Foreman



by T. E. Byers

M. TARO YAMADA, construction foreman on the giant drydock nearing completion in the great Kawasaki Dockyards in Kobe, bowed stiffly from the waist when I informed him that I was looking for material for an article about Japan's booming shipbuilding industry.

He closed the office door to the bustle of activity outside, then turned to answer the jangling old fashioned telephone that stood on a high desk at the far end of the room.

The inevitable "mushi-mushi" opened the conversation, quickly followed by a number of "ah sozs" and grunts of confirmation that seem to be necessary to all Japanese phone messages.

When most people think about imported products that are marked "Made in Japan," it is generally a doll, a delicate piece of chinaware, or perhaps a cigarette lighter, that comes to mind. Few indeed think of a ship; especially a large ocean going freighter or oil tanker of heavy tonnage. Yet Japan's number one export commodity is ships, and shipbuilding is now moving ahead in Japan under full steam, and has been doing so for several years.

Mr. Yamada comes from a long line of shipyard workers and joined Kawasaki in 1931 at the upsurge period of Japanese shipbuilding prior to World War II.

With the collapse of the Pacific War in 1945, Mr. Yamada had just been promoted to hull construction foreman for drydocks.

Of course all shipbuilding was immediately halted, and what was still worse for Mr. Yamada and his family, all of their earthly possessions lay smouldering in a heap as the bombers of an outraged nation withdrew from the skies over Japan and American troops appeared in the cities and villages from Okinawa to Hokkaido.

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Fortunately for Japan, however, and for Yamada-san as well, the ship-yards of Japan for some strange reason were left standing almost intact at cease-fire, while on the other hand nearly all of their navy and most of their merchant fleet was sent to the bottom.

However, the real post-war boom in shipbuilding did not start until 1954, when a number of American owners of foreign registered ship lines, placed orders in Japan for large deep water vessels.

The Europeans, whose yards were shot to pieces in the war, were crying for ships that they could not build. So they started placing orders with Japanese yards.

In short order, every shipyard in Japan was running full blast as orders continued to pour in from all over the world.

By the summer of 1955 there were enough advance orders to keep the ship yards of Japan going until 1959.

In the meantime, inflation had steadily advanced and the yen had dropped to unprecedented lows.

During the war Mr. Yamada received 500 yen a month, about \$100. Now he receives 50,000 yen a month, \$140.

He now lives in a modest house in Nada, a small village outside of Kobe.

The standard of living that he and his family enjoy is better than that of most of his countrymen. Yet this is primitive living when compared to our own. His house is small and overcrowded for a family the size of the Yamadas'. Five people eat, sleep, and live in one sizeable room that may be divided into four small ones by the simple process of the sliding doors that are so characteristic of Japan.

Mr. Yamada does much better with the food question. There is plenty of sea food, fresh vegetables, and fresh pork or beef occasionally. They must use half foreign rice with the domestic rice. And the foreign rice is not as good, to the Japanese taste.

Tea is plentiful and cheap, yet the Japanese have a growing taste for coffee. Noodles made from wheat or barley flour is also a favorite dish.

The Yamada family now wear Western clothing when out of the house, with the exception of Mrs. Yamada, who still prefers the traditional kimono, as do all women of Japan who have passed middle age.

Off the job, Mr. Yamada spends most of his time at home, though he may go to the saki-house with friends on occasion.

On the job, Mr. Yamada is a very busy man. While he has plenty of "honchos," or straw-bosses, to handle the men, his job keeps him occupied for 10 hours every day including Saturday and Sunday.

He has about 600 men on the dock, and he must see to it that they are properly supplied with the materials that they need.

The accident rate is high among his men, though they do not rush at

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their work. Safety rules are hard to enforce.

He doesn't have much worry with the unions, because most of the union action is political, and if the men do strike, it generally only lasts a few hours.

The workers average 12,000 yen a month, (\$38), plus a year-end bonus of 20,000 yen, (\$58). They are covered by government social security and disability compensation.

There are no worries of labor shortage to plague him, but he must keep his men happy just the same, although he is handicapped by the tradition which makes it impossible for him to reprimand one of his men or to tell him that he is doing something wrong.

Cooked rice is rationed to the men for the noon meal each day; this is traditional in Japan's industry.

The foreman must worry mainly about shortages of materials, especially steel plates and tools. But he seldom is forced to curtail.

Recession is the furthest thing from his mind, until 1960 at least. By then he hopes along with all of Japan that the United States will ease trade barriers so that Japan can have more freedom in trade with the mainland of Asia.

He realizes fully that Japan is an export nation, and that most raw materials for their own use, and for manufactured products to export, must be imported.

The Yamada family does not go

to church on Sunday, but rather they practice their religion every day, and only attend services at the temple on special occasions, perhaps four times a year. They are Buddhists.

In cold weather and warm they sleep in beds that are made up on the floor at night and stored away in closets during the day. In cold weather they sleep sandwiched in between a number of three-inch thick silken comforters.

The children and grandchildren of Yamadasan look healthy and happy as do most all the children of Japan. Children in Japan are the only real wealth, and they are probably treated better than the children of any other country.

When they are grown, they support and take care of their parents. They would lose face surely if they failed their elders.

There is no car in the Yamada family, but the trains run often and quickly to all points. There is a radio, but no television.

Yamada purchases nothing on the installment plan, but must borrow money for anything he wants to purchase unless he has saved. All of his obligations must be honored before the new year day—otherwise he will lose face.

Mr. Yamada does very well in his world, as do most of the Japanese. With all his comforts, he lives simply and, unlike his counterpart, the American foreman, he has few worries. Perhaps this is due to Yamada's

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in his anese. s simt, the wornada's centuries-old imperturbability, and perhaps it is due to what some think is the deep philosophical nature of the Japanese.

But this much is obvious: without the privileges—which he is denied by tradition—of being able to correct the mistakes of those working under him, and to reprimand, he is often ineffective as a foreman (at least in the American sense of the word) or else the Japanese foreman is one of the greatest human relations experts the world has ever known!



"Ever stop to realize that it takes us twice as long to make a living as it did 10 years ago?"

Supervision's role in

Preventing Asphyxia

by John B. Dunne Sales Manager, Medical Hospital Department Globe Industries, Inc.

A FEW YEARS AGO in a steel mill in the East, several maintenance men were sent down into a soaking pit for some routine repair work. The blast furnace gas, which was used to heat it, was supposed to be shut off. A leaking valve permitted the escape of a quantity of this gas containing 30 per cent carbon monoxide. A man on a lower level collapsed, the man above him attempted to aid him, and he, too, fell victim of the deadly gas.

A man on the surface came to their aid and suffered a like fate. A foreman, sensing something was wrong, donned a filter type gas mask (good for two per cent carbon monoxide). His gas mask canister heated up almost instantly and he was added to the accumulation of victims. Someone finally thought of using an oxygen mask and rescue operations began—but not until eight were dead and four more suffered permanently damaged brain tissue.

It's easy to be a Monday morning quarterback and assign the blame to management or the workmen or the supervision. In this case the blame could be distributed to all three. In this article, however, we are interested in the stake supervision had in detecting this hazard, or preventing the accident, or instituting proper treatment after the accident occurred.

Let's take another accident involving another cause of asphyxia. In an instrument manufacturing plant during World War II one of the test panels on an assembly bench needed repairing. This plant hired mostly women and a few watch makers. No high voltage was utilized in the plant. A maintenance man was summoned to correct the short and was working late at night by himself under the bench. Current was not shut off, and as he worked his shoulder touched an electrical grid while his leg was in contact with a metal bench leg. He was found dead from asphyxia caused by electric shock.

What could supervision have done to prevent this accident? In the first place, electrical maintenance men should not be allowed to work alone. Second, rules must be laid down, and elections is a super word asplication.

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enforced, concerning working on live electrical equipment. Current should be shut off and a tag attached warning against turning on until the tag is removed. There are other steps supervision might have taken which would have prevented this death by asphyxia, but there isn't space to enumerate them all.

Another case took place in a large chemical plant a few years back. An open drainage ditch ran through the plant property-ostensibly to carry away waste water. Some acid was dumped into this ditch and when it came in contact with another chemical present there hydrogen sulphide was produced. A workman walking on the downwind side of the ditch was felled by the gas. A foreman saw his plight from a window and pulled on a filter gas mask and rushed to his aid. There was too much gas for the mask's protective capacity and the foreman collapsed. Before a self-contained oxygen or air mask was brought in to use, six people were knocked out. One died and at least two were permanently affected.

Can you pin the blame where it belongs in this case? It isn't simple to do but it does point to the need for more enlightened supervision.

Taking into account all three of the cases listed—there is the very apparent need for employment by supervision of the "Triad of Safety" to prevent asphyxia. The "Triad of Safety" is composed of three parts: detection; protection; treatment. Hazards must be detected by those responsible for the welfare of the workers in industry. Protection must be provided for those who may be exposed to toxic atmospheres or other asphyxia hazards. Treatment must be immediately available if an accident occurs, so as to save lives of those affected.

We will dwell briefly on each phase of the Triad and hope that sufficient interest is created in the reader's mind to cause him to think about any hazards which might exist in his department or plant.

DETECTION: The ideal way to prevent respiratory emergencies is to detect the causes at the source. Instruments now available permit the safety engineer or industrial hygienist to detect carbon monoxide, hydrogen sulphide and other harmful gases down to three or four parts per million. These are a far cry from the canary carried by miners in earlier days to detect gases, or oxygen deficiency.

PROTECTION: Great advances have been made in protection in the past 10 years. Whereas workers used to depend on the dubious protection of filter-type masks, they now can rely on air-supplied, self-contained air or oxygen masks, and work in safety. Since these units are independent of the surrounding atmosphere, a man can go into a very toxic environment or one completely devoid of oxygen and perform his duties with complete confidence. The use of these masks

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also makes possible the immediate rescue of victims who have been overcome by gas or fumes of any sort. While much work has been done to educate the men to use this equipment, a lot more can be done. If there is any doubt in the mind of a foreman about the presence of gas, he must be educated to insist on the men donning protective equipment to do a job.

Selection of the proper type of breathing apparatus for various jobs will make the task of teaching the use of this equipment easier. The use of a half-hour apparatus which weigh over 30 pounds is not justified for a short inspection job. By the same token, when he has to work in a toxic atmosphere for several hours, the worker needs more than a half hour apparatus, but he should not have to carry a heavy load on his back to get his supply of fresh air or oxygen. He may wear a mask and be connected to a fresh air supply by a long hose.

TREATMENT: We shall consider here three of the most likely causes of asphyxia in industry:

ONE—Carbon Monoxide TWO—Electric Shock THREE—Cardiac Cases

CARBON MONOXIDE

Probably the most insidious gas known is carbon monoxide. It is colorless, odorless and tasteless. It can be generated almost anywhere without warning, and unless special detecting instruments are employed, its presence may not be realized until someone collapses. It is generated wherever carbon products are burned without sufficient oxygen. Common generators of carbon monoxide are automobile engines, gas hot water heaters, unvented space heaters, coke ovens, coal furnaces with faulty flues and others.

Carbon monoxide has a combining power (with the hemoglobin in red blood cells) 250 times greater than oxygen. These are the cells which normally carry the oxygen to the tissues. Even with a small percentage of carbon monoxide in the inspired air (a few parts per million) it is possible to displace the oxygen in the blood and saturate it with this other gas. With one per cent carbon monoxide in the surrounding atmosphere a person can become unconscious in three or four minutes.

Symptoms: The victim usually experiences extreme feeling of fatigue with an overpowering tendency to yawn. A headache quite severe and rapid in onset may strike the front of the head. Dizziness and nausea may be present. Unconsciousness follows and then the stoppage of breathing. The color of the victim of carbon monoxide may be cherry red due to the change of hemoglobin. This often misleads the onlookers into thinking he is well oxygenated. Death will follow if the victim is not soon given artificial respiration.

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Treatment: The patient should be removed from the gaseous atmosphere but not exposed to cold. So doing may cause death from acute cardiac dilatation. Artificial respiration should be started at once. Oxygen should be administered during artificial respiration and for several hours after normal breathing starts. It is difficult to disassociate the carbon monoxide from the blood-stream once it has replaced the oxygen in the hemoglobin. The patient should not be allowed to get up after restoration of breathing, but should be kept lying down to protect his already overtaxed heart. He should be kept under medical care for as long as deemed necessary.

ELECTRIC SHOCK

Shock from electricity may be brought on by contact with a manufactured electricity source or by being struck by lightning. Voltage, amperage, duration of contact and type of ground all have their part to play in the seriousness of the case. The damage may be due to current passing through the brain, or through the heart, or it may be that the convulsive effect of the shock paralyzes the muscles of respiration.

Symptoms: Victim is usually unconscious and not breathing. Burns are often apparent or may be present under the flesh. The body is often rigid and board-like, and the color of the patient is blue. Immediate removal from the electric current is necessary, and this should be done so as not to endanger the rescuer. A dry board, heavy rubber gloves, or dry woolen blanket can be used to pull the patient away.

A common sympton of electric shock which cannot be detected by the nurse, first aider, or rescue worker is ventricular fibrillation. This means that the muscle fibres in the ventricles of the heart are not working in unison, and thus the heart is rendered incapable of pumping blood. Much work has been done by medical investigators to develop a defibrillating device which can be applied to the outside of the patient to get the heart back to its normal function. Encouraging results have been obtained in this field of research.

Treatment: Artificial respiration is often difficult to administer manually because of the body rigidity. It must be begun at once, however. A reliable resuscitator should be used if available, as this will ventilate the patient through a mask and not rely on movement of the chest wall. Maintain the patient's body temperature at normal.

CARDIAC CASES

Some heart attacks are accompanied by extremely distressed or depressed breathing. In many cases breathing may cease entirely. These cases require artificial respiration. If a reliable resuscitator can be procured, it should be used dispensing

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100 per cent oxygen. The victim of such an attack should be kept absolutely quiet. Even when breathing and consciousness have returned, he must not be allowed to sit or stand. He must be transported on a stretcher.

There are heart cases which do not involve stoppage of breathing, but which need oxygen and must be handled with extreme care. These must be kept lying down and extremely quiet. The person should be kept from getting chilled and a doctor should be summoned. Oxygen should be administered continually.

CONCLUSION

Asphyxia is a constant threat in industry today. More and more toxic materials are being used in manufacturing plastics hitherto unknown. New additives to gasoline, rocket fuels, and heat exchangers for atomic submarines are among the many new products industry is handling today. Each new material introduced into a plant's manufacturing processes should be studied for toxicity and the allowable parts per million in the atmosphere should be common knowledge to management people.

Carbon monoxide is always a stealthy killer. No new heating installations should be put in without proper venting, and checks for carbon monoxide should be made periodically to detect leaks or C. O. buildup. Lines carrying blast furnace gas or manufactured gas should be checked constantly. Garages should have

proper exhausting and good ventilation summer and winter. Supervision must never let down its guard in these matters if asphyxia from C. O. is to be prevented.

Electrical equipment and wiring must be continually checked for insulation break down. New machines must be installed by qualified electricians and maintenance men. Their work should be supervised and checked for safety. High voltage equipment must be guarded by fences, locked doors or barriers. Foremen and supervisors should be completely familiar with electrical safety practices.

More cardiac cases occur in industry today than ever before due to our stepped up rate of production and an aging worker population. Management should keep on the alert to protect those with proven or incipient heart trouble. Resuscitation equipment should be available on a moment's notice to treat any suspected heart cases immediately when they occur.

What we are saying over and over again is that eternal vigilance on the part of those who manage the operation of our plants is essential to combat asphyxia. The "Triad of Safety," Detection, Protection and Treatment, can be relied on to help in this fight. Asphyxia can be controlled—or entirely prevented—by proper attention by supervision. The results in saving human life will be very rewarding.

Diminishing Keturn

by Louis Ruthenburg

 $\mathbf{M}^{ ext{OST}}$ OF US KNOW that there are many natural relationships that cannot be repealed or amended by human legislation.

Michael Pupin, an immigrant from Serbia, became one of our most distinguished electrical engineers. He said, "The laws which the stars and planets obey and have always obeyed in their paths throughout the heaven are unchangeable; they never grow old, and therefore they are immortal; they are a part of the eternal truth."

It is said that a state legislator once brought forth a bill in which it was proposed to change the relationship between the diameter and circumference of a circle from the "usually accepted" ratio of 3.1416 to exactly 3! His fellow legislators declined to attempt the amendment of an eternal truth.

There is a law of diminishing return, for example—unchangeable and universal in application.

The primitive savage was vaguely aware of this principle. He knew that disproportionate energy was required to run a given distance at twice his normal walking speed.

Modern man recognizes the principle in all manner of physical and economic manifestations.

Who is unaware of the enormously increased energy required to drive a supersonic jet airplane as compared with the energy needed to drive a DC-3 at a cruising speed of 175 miles per hour?

We know that increased railway fares do not produce proportionately high income.

In the Congressional Record a speech on tax policy calls attention to "a law whose penalties can be incurred but which cannot be repealed nor amended by human legislation—the basic law of diminishing return."

Such principles greatly influence our lives. From the beginning of time they controlled the universe. They operate in all fields of activity—physical, psychological, political, economic, social, astronomical. Their observance determines the validity of moral philosophies. Enduring civilization depends upon their observance.

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ZECKENDORF IS IN TOWN!

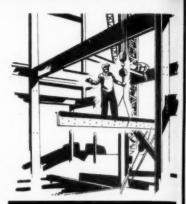
The more they thought about it, the greater was the realization that the man and his achievements were electrifying, even in a country where jarring feats have become almost commonplace . . .

by Norman Melnick

CHANCES ARE that Bill Zeckendorf, the impresario of vast real estate deals who evokes designations ranging from "genius" to "highly-proficient con man," has already visited your city.

He has peered out of the window of his DC-3 airplane (one of two he owns), and fixed soft brown eyes on a tract of vacant land, or a crumbling four-block area in the downtown section. "There," he may have said to himself, "I could put up another sky-high center, or (and his pulse quickened) my Helix apartments."

Very likely, he ordered his pilot to hover over the two sites, while thoughts of 50's, 100's, and 200's nourished his thinking. In Zeckendorf's parlance, these numerals rep-



resent millions of dollars, a state of mind which leaves him conspicuously unruffled.

And so it came to pass, last summer, that Bill Zeckendorf, a moonfaced former football guard who weighs between 225 and 250 pounds, depending on his gastronomical mood, came to our city, Cleveland. The son of a Brooklyn (N. Y.) shoe manufacturer, whose low-priced wares were retailed by Sears, Roebuck & Co. 35 years ago, he had been invited to Cleveland by Mayor Anthony I. Celebrezze. Celebrezze, one of the more successful politicians in a state known for its political proclivities, was convinced that Cleveland (and his career) needed a spectacular revitalization program downtown.

Immediately, Zeckendorf struck the proper key. "We'll come in force," he informed the mayor and the citizens of Cleveland. "We will have, before we leave, all the vital statisti dustria potent tion o ever la over th town a ground

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statistics: retail buying, payrolls, industrial diversification, Great Lakes potential, highways, the fiscal position of the community. Before we ever land, we'll fly back and forth over the city, to get the feel of the town as we could not possibly on the ground."

"We've got to decide whether you have the most important ingredient: What is the [philosophical] approach of the community to itself? Is it smug? Is it satisfied with what it has, or does it have the drive toward improvement? . . . If you have the drive, you have a chance. Also, I want to see-I want to know-the political situation in your city. I'll want to know that it isn't corrupt. We can't do anything with corruption. Then, too, I will look for something I call a sense of direction. I can't tell you what it is. It's a feeling about whether you've headed toward a promising future."

It was an impressive, almost frightening, first thrust. The follow-through came now from the publicists and the citizens leagues, honorable men and women who are concerned that Cleveland's star is apidly fading. The more they communicated, and the more they cogiuted, the greater was the realization that the man and his achievements were electrifying, even in a country where jarring feats have become almost commonplace.

No less a magnate than Charles F. Noyes, the elder statesman of the

real estate world, has been moved to remark: "Bill's just terrific. There's no one in the business as colorful and spectacular as he is. He's the fastest man in town." Fortune Magazine, as early as 1946, carried the prediction that Zeckendorf probably would be the first American to land on the moon.

An associate perhaps described him best: "Zeckendorf is the damndest guy God ever made. I've never known anybody who combines in one skin—even such a large skin—so much enterprise and aggressiveness, and so keen and analytical a mind. He's got the memory of a bull elephant, the heart of a baby, and the guts of a brass monkey."

Webb & Knapp, Inc., of New York, which Zeckendorf heads, is unlike any other real estate firm in the world. It is equipped to buy, develop, plan, design, assemble, build, lease, manage, and sell all kinds of land and buildings for all kinds of purposes. Zeckendorf, who has the faculty of an intuitive mind and an imagination that can take fire without appreciable loss of discipline, is bored by the normal real estate transaction-buying and selling for others. "What I like to do is recognize a great piece of land, and conceive a suitable edifice for it," he says, gnawing on Sen-Sen, which he substitutes for smoking. Among his creative works, Zeckendorf assembled the plot of land on which the United Nations headquarters is situated: con-

Zeckendorf works under pressure but with pleasure, an average of 90 hours a week, and is never off the telephone for more than a minute or two. He has pulled Webb & Knapp up from a net worth of minus \$127,000 in 1942 to a net liquidating value of approximately \$400,000,000 as of a recent date. He has administered the real estate holdings of Vincent Astor (which is believed to have propelled him out of the ranks of the plodding real estate

man), and acts as a consultant to the

Rockefeller family.

It would demean reportorial objectivity to say that all the creatures of Zeckendorf's imagination have won instantaneous approval. Dorothy Thompson, the renowned lady journalist, once remarked that before letting Zeckendorf have his way she would resort to her constitutional right to bear arms. Certain citizens of Denver, unappreciative of Zeckendorf's desire to superimpose a set of buildings on Courthouse Square comparable to Rockefeller Center, took him to court. And so in Cleveland, where Zeckendorf came, as promised, with an entourage that included his chief designer, Chinese Ileogh Ming Pei-a graduate of the Massachusetts Institute of Technology and a former assistant professor of architectural design at Harvard University; and his 28-year-old son, William Zeckendorf Jr., a Webb & Knapp vice-president.

The tongues were already wagging.

verted abandoned Roosevelt Field in Long Island, N. Y., into the largest shopping center in the world—a 30-million-dollar showplace on 130 acres, with 100 stores, and parking space for more than 11,000 cars; conceived of the "Mile-High Center" in Denver, which has given that city its "greatest stimulus and renaissance in the past 50 years."

Webb & Knapp's portfolio, since the advent of Zeckendorf, has included such disparate items as a large piece of the Broadway play, "Gentlemen Prefer Blondes," a railroad in Hoboken, N. J., a jail in Boise, Idaho, and a substantial portion of the giltedged acreage that separates Macy's from Gimbel's.

In 1953, Zeckendorf executed New York's biggest deal with the 52million-dollar purchase of the Chrysler Building, the Chrysler Building Annex, and the Graybar Building. Webb & Knapp has trafficked in 40 states and many countries abroad (Webb & Knapp, Ltd., of Canada was incorporated in 1955), and has something like two and one half billion dollars in urban redevelopment projects under way or contemplated in Baltimore, Chicago, Cincinnati, Louisville, New York, Pittsburgh, Sacramento, San Francisco, and Washington, D. C.

In a notable contradiction to the old saw that no man is indispensable, Webb & Knapp is carrying almost two million dollars in insurance on Zeckendorf's life. Who picion hurry; makes who comidst

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Who is this man, granite-faced suspicion wondered, who is always in a hurry; who, by his own definition, makes grapefruit out of lemons; and who occupies a circular office in the midst of a huge reception room because, he explains, it keeps people from backing him into a corner? A Cleveland Councilman, when pressed, answered: "He's just a sharp promoter."

Zeckendorf was brought to Cleveland as a potential investor in the dynamic plan to change the face of Cleveland's historic Mall. The City Council previously had certified a 15-million-dollar bond issue for the November ballot to construct a huge underground exhibition hall. Visualized was a group of accompanying buildings, such as a Y-shaped hotel, a 34-story office skyscraper, a merchandise plaza, a multi-level underground parking station, and perhaps moving sidewalks flanked by terraces and botanical gardens. The plans kindled Zeckendorf's creative impulse, and he indicated he could be interested in underwriting the project.

With Cleveland's leading lights aboard, Zeckendorf was taken on a Lake Erie view of the city on the yacht, Gemini, owned by Vernon Stouffer of the Stouffer Restaurants, and formerly the possession of the Duke and Duchess of Windsor. Zeckendorf was wearing a tailored suit that, curiously, was a little too snug. The story is told that he has two dozen suits, half of them for his overzealous days and the balance for the leaner times when he's on a slimming campaign. Consequently, his apparel never quite fits.

From the lake, Zeckendorf saw the enchanting possibilities for his Helixtype apartment houses on the lakefront to serve the small army of executives who would labor in the new Mall Center buildings. The futuristic Helix, designed by Architect Pei, is a spiral structure based on the principle of the tree, with each apartment unit jutting out on a different level, like limbs from the bole. For some years now, Zeckendorf has intoxicatingly broached the subject in a number of places, but unsuccessfully.

Following the yacht ride ("it's a good town," he said), Zeckendorf addressed a City Hall meeting. He sewed mostly fantasy, with just the thread of reality, but enough so that he had his listeners soul-searching. "When a man reaches his ultimate earning capacity and has capital," Zeckendorf began, "he's about 45 years old or over. His family is grown. The house in which he raised them is too large. So his wife, who can't get a servant, says, 'It's time to move to New York and have a little fun.' So he moves to New York from Cleveland and other cities, because you haven't done the things to make it more interesting for them here. Cleveland can't be New York, but you have a chance to

do something like New York. You can steal some of New York's thunder. Cleveland is a deserted village after the sun goes down. You must have something to attract people downtown."

That evening, Zeckendorf departed from strategy, which is to dominate, like Triton among the minnows. With bewildering but ingratiating modesty, he told a dinner audience at Cleveland's Union Club: "We follow, we don't lead. If you people want to do something, we'll work with you."

All hands were aboard now. Zeckendorf verbally committed his organization to a \$45,000,000 outlay in the Mall Center project. Later he submitted a memorandum of under-

standing to the city, which would have nullified any bidding, binding Cleveland to Zeckendorf, and Zeck. endorf alone. As the community contemplated the memorandum. local contractor appeared at City Hall to inquire whether he might be permitted to bid on the Mall Center proposal. Almost simultaneously, 33 councilmen, sighting political aggrandizement, leaped to their feet. and sawed the air with protests: "We won't be hammered into this deal." they pledged to the electorate. "We're going to make certain that it's open to all comers." Mayor Celebrezze agreed. Zeckendorf, at 383 Madison Avenue, was disarmingly silent. To a friend he observed: "I'm not the type that gets ulcers. I give them."



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When U. S. taxpayers fume at the Internal Revenue Act, as amended, they are echoing a popular indignation as old as government. It led to the secession of the ten tribes of Israel, the Magna Carta and the Boston Tea Party. But, as many a tarred and feathered tax collector throughout history would agree, mankind's objections to rendering unto Caesar tend to be of the emotional variety, shedding more heat than light.

Although no representatives of the Bureau of Internal Revenue have been tarred and feathered as yet, the present-day America's objections to the Federal income tax usually follow emotional rather than logical lines. Ask the next man you meet what he thinks of the income tax; he will probably fuss, fulminate, and say it's too high. But he isn't likely to make much specific sense about why and how it is wrong. And once the long-suffering taxpayer has relieved his feelings, he is likely to add:

"Oh, well, I guess Uncle Sam has to have the money, and there's no better way to raise it."

This is unfortunate, because there are several valid and eminently unemotional objections to our present Federal income tax structure. And there is a better way to raise the money Uncle Sam has to have: an equitable revision of this tax system which will produce the necessary revenue and reduce most people's

a CURE for our Tax Ills

by Walter Patenge, President, General Manager, The Wohlert Corp.

tax bills without raising anybody else's.

In our own case we know that high and unfair taxation is drying up our reservoirs of capital. Small retail, wholesale and manufacturing enterprises lack the opportunity to accumulate capital. Taxpayers realize that the present Federal income tax system penalizes hard work, risk-taking and achievement. Discontent has reached the point where the observant can hear the rumble of distant drums. What happens in the near future depends on whether our legislators hear it, too, and give relief to hard-pressed taxpayers.

There are two unwritten rules of government. One is that it's very hard to get a tax law off the books

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once it's written, and the other is that just as fast as revenue pours in bureaucrats will find ways to spend it. Of course it must be granted that taxes are needed for national defense and other services performed by the government, and that people are likely to go on asking for more and improved services in the belief that the central government can perform them more efficiently, sometimes even with the idea that they are getting something for nothing. But the hard fact of the matter is, Americans cannot afford to await the discovery of some new gravitational force to bring federal taxes to earth. Taxes are going to stay up in the stratosphere until the people insist that they be grounded.

Our traditions lie deep in Anglo-Saxon custom. Since the formative days of the Witenagemot, 1,500 years ago, English-speaking peoples have vested taxing powers in a representative assembly. Our Founding Fathers, steeped in the old tradition, voiced their bitterness over unfair taxation in the Declaration of Independence. They criticized Parliament, which they considered the unworthy successor of the Witenagemot, "for imposing taxes on us without our consent." When they drafted the Constitution, they made the House of Representatives the watchdog over revenue-producing bills, feeling that the Representatives stand closer to the people and presumably know the people's will.

For the first 123 years of our nation's life the system worked. Late in the last century talk began of a Constitutional amendment to permit a four per cent income tax. There was great opposition. Senator Nelson W. Aldrich opposed it bitterly. To kill the four per cent income tax he proposed a bill for an unlimited tax, hoping by presenting the plan in its most objectionable form to destroy the idea once and for all.

What happened is the old, old story. Those who wanted the income tax supported it enthusiastically. Those who opposed it thought that it had no chance whatever of passing The result was that state after state ratified the amendment. The income tax became law, over the years the rate leaped, not only to four per cent. but to 91 per cent on taxable incomes over \$200,000. A rash of spending broke out that could be treated only with liberal applications of cold cash Over a period of 44 or 45 years the net budget receipts of our Federal government increased—believe it or not-a hundredfold!

Objections to the Federal income tax are four:

ONE—The income tax, originally a means of producing revenue, has become an instrument of social revolution.

It seems hard to believe that the American people would consciously adopt a system of taxation which Karl Marx, an enemy of our way of life, recommended as a tool to deour naed. Late
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that the nsciously n which r way of ol to destroy the middle class. But this we have done, and it is accomplishing the purpose Marx intended for it. In the \$4,000 to \$6,000 bracket (of taxable income) the tax collector takes one in every four dollars. In the \$8,000 to \$10,000, one in every three. In the \$16,000 to \$18,000, every other dollar. From \$32,000 to \$38,000, two out of three. From \$50,000 to \$60,000, three in four, and over \$200,000, nine out of every ten.

This system, called "progression," a term which comes from The Communist Manifesto by Marx and Engels, a former Collector of Internal Revenue has described as legalized confiscation. It is doing just as Senator Benjamin Harvey Hill warned half a century ago. Hill said a Federal income tax would "make all property and rights, all states and people, and all liberty and hope, its playthings in an hour and its victims forever."

The Greek philosopher Socrates had voiced much the same warning at the dawn of written history when he said that the end result of excessive taxation can only be "the removal of incentive, the discouragement of our people and the destruction of our free society."

The Federal income tax, both corporate and personal, not only blunts initiative, strangles enterprise, kills ambition and destroys business growth, it also debauches the currency by inflation. The Roman Em-

peror Diocletian tried to guarantee bread and circuses by soaking the rich. He found the improvement short-sighted. Money can't buy goods unless the goods are produced, and mounting taxes stifle more and more producers. Workers in greater numbers are forced on to tax-supported relief. At length the governmental structure collapses and an empire—with glorious plans for a thousand years of peace and security—collapses into the Dark Ages.

TWO—Our progressive rates drain away equity investment capital.

One of the early speakers against the Federal income tax, Representative William Bourke Cochran of New York said "democratic institutions must perish from the face of the earth if they cannot protect the fruits of human industry wherever they are, or in whatever proportion they are held by the people."

Our country has a severe shortage of new capital, and especially venture capital, because tax laws created in the likeness of Karl Marx are designed to produce such a shortage. The excessive rates in the middle and higher income brackets limit the accumulation of savings and capital. And they do so at a time when our expanding economy needs capital to create one million new jobs a year for workers from our growing population.

THREE—The progressive rates create pressures for further inflation. Inflation is a palliative for exces-

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sive taxation that is almost as old as recorded history. It is an attempt to recoup business costs including high taxes. Such increased costs lead to credit needs, and expansion of bank loans boosts buying power in the market. As bank credit goes up so does the money supply. Buying power goes on chasing the tail of commodities, round and around, at an accelerating pace.

The chief idea of our economy seems to be the maintenance of a central blood-bank of tax money and credit. Uncle Sam stands by with his blood plasma, ready to give a transfusion whenever an anemic area shows up. No one seems to appreciate the fact that the patient is weak only because so much tax blood is being drained away. Give him a chance and he'll stand on his own two feet.

FOUR—The harshness of rate progression drives people to seeking loopholes and legislatures to adopt gadgeteering.

All lawyers are familiar with certain provisions of the Revenue Code. There is an attempt to create the impression, that these provisions, usually called "loopholes," are specially designed escape hatches which permit unworthy taxpayers to get away from the tax squeeze.

But, on the other hand, it is admitted that, if these "loopholes" are stopped up, then Congress, to be fair, would have to reduce the progressive rates. This is no way to levy taxes.

If the high rates are wrong, then the felony should not be compounded by superimposing a second wrong, the "loopholes," on the original sin, which is the excessive rate structure.

What, then, is the solution?

The most complete answer so far seems to be House Bill 6452 introduced by Representative Antoni N. Sadlak, Connecticut Republican, and supported by House Bill 9119 as introduced by A. S. Herlong, Florida Democrat. H. R. 6452 and H. R. 9119 are identical in every respect. Both Congressmen are members of the House Ways and Means Committee.

These bills are neither a "rich man's cut," such as the proposal for a 25 per cent income tax ceiling, nor a "poor man's cut," such as the proposal to increase dependency allowances. It has something for everybody, and the tax deductions would be made over a period of at least five years without any reduction in Federal revenue.

The Sadlak-Herlong Bills have a solid foundation because they are based on the fact that Big Taxing and Big Spending go hand in hand. As one columnist pointed out humorously, they effect a cure by putting the bottle out of sight.

Briefly, the plan is this. Tax collections would be cut in five steps by an estimated \$14.8 billions. The basic 20 per cent tax is to be cut one per cent in each stage to a final level of fifteen per cent. Surtaxes

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would be cut periodically to bring the top rate down from 91 to 42 per cent, and intermediate rates in a corresponding amount. Corporate rates would be brought down from a top of 52 per cent to a top of 42 per cent.

These bills have a built-in safeguard to permit the President and Congress to postpone a scheduled reduction for six months or a year, whenever there is danger of a deficit. If all possible postponements were used, the full reduction would take place in nine rather than five years. The burden of proof to authorize these reductions would be on the President and Congress.

Of the \$14.8 billion savings, individuals would save \$10.6 billions, corporations, \$4.2 billions, and of course when corporations save on taxes, those who purchase their products are the beneficiaries in the long

Each stage of the reduction plan would save about \$3 billion. But from 1955 to 1957, a three-year period, because growing prosperity widened our tax base, revenue increased about \$11 billions, or almost \$4 billion a year.

The Sadlak-Herlong bills make big spending compete against regularly scheduled tax reductions. It is the first, attempt to put an automatic brake on future spending plans. Once the government is committed to orderly, forward scheduling of tax cuts, free-wheeling bureaucrats will find themselves pitted against the expectations of the American people for specific tax cuts.

No longer would tax reduction be a vague hope in some distant future. It would be a definite reward, and voters would not be so long-suffering about spending proposals which year after year defer the hope, and the need, for more moderate income taxes.

We cannot have both tax reduction and spending, so let us call on our representatives in Congress, in a tone that is unmistakable, for a tax reduction now, before our unproductive bureaucrats tax the producers out of business.

A little boy wanted \$100, so he decided to pray for it since everyone said he should. He prayed every night for two weeks—still no \$100; so he decided to write God a letter. A postal official received it but didn't know where to send it, so he forwarded it to a Congressman. The Congressman read the letter and told his secretary to send the boy \$5. When the boy received the money, he was delighted and wrote God another letter thanking Him for His prompt reply. The letter read:

"I noticed that you routed your letter through Washington. As usual, they deducted 95 per cent."

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FACTUAL DECISIONS

by John C. McKee

IN 1947, JAMES DAWSON, manager of a small bottling plant in Buffalo, was called into a board meeting by the president of his company and presented with a problem. Should his company purchase an available competitive plant and expand the business, or remain at its present capacity until sales definitely warranted such an action? Dawson wrestled with the problem for a week and finally decided against it.

In Ogden, Oregon, 1500 miles away, Charles Cain, manager of a meat packing plant, was also presented with a problem in that same year. His company was interested in the purchase of a processing plant that would enable it to increase its business by adding two new lines of canned meats. He was asked for a decision and in 12 hours Cain advised the board to proceed with the purchase.

Ten years later we see the results

of each manager's decision. The bottling plant in Buffalo was purchased by a competitor, and James Dawson is now a clerk in the inventory control department.

Charles Cain is president of one of the nation's leading meat packing firms with plants located in 14 cities.

What happened to both men is becoming more typical every day. Dawson's decision was an intuitive one; a decision conceived by "feel." He knew his business so well that he guided the daily business by his past experience and planned a future through mental guesswork. The result—he lost the plant, his job and most of his ambition.

Charles Cain was guided by fact. He had kept himself informed through the medium of factual data. Statistical reports analyzed the future in terms of an evaluated past. He did not have to guess or "feel" his way along. He knew! He did not

spend a torturous week in self-analysis and vacillation.

He did not conjecture the results of his decision. He knew that these moves were to the company's benefit.

Intuitive decisions were made, in early times, by men who had no factual data to support them. These men had worked hard to build themselves and their companies. They had received setbacks and disillusionment. The signs of trouble were visible to them alone. This sixth sense became defined as a "feel" or "nose" for trouble-or a good break. Many a company thrived and became prosperous because of this "intuition" of the boss. As the company grew, the boss became less and less familiar with the details, and gradually this lack of knowledge began to tell. Many of his intuitive moves did not pay off. If he progressed with the times, he made arrangements to secure the necessary operating data. If he did not, his company's chances for success became increasingly hazardous.

The modern business world is shifting away from intuitive decisions. Personnel managers have learned that a complete factual review of a prospective employee's past work record is a greater determining factor in his adaptability to company requirements than the interviewers opinion that "I feel the man is right for the job."

Purchasers of equipment demand complete fabrication details and lists

of components in order to determine suitability for matching company requirements. Comments such as, "It looks rugged enough to do the job, I'll take it!" are disappearing from the lexicon of buyers. Too often the machine that looked "rugged enough" broke down in the pinches.

Foremen have learned that the external appearance of employees can often belie their efficiency. It is possible that the cute little riveter with the turned up nose proves to be the most efficient.

At no time has the business world been so fact-conscious as it is at present. Firms specializing in market research and analysis have sprung into being like mushrooms. Special magazines analyzing products and recommending "best buys" for the money, have built up circulation above and beyond some of the most popular fiction publications.

There are special reports from stock market analysts, fact-finding publications on every phase of business, medical reports on almost every custom of the world's peoples. Habits, likes and dislikes of races of people, have been catalogued and presented for inspection.

The fine science of management and its people have been analyzed down to its smallest complexity and the facts have been presented in symposium, lecture, and printed form by the National Management Association. This, the world's largest management association, has made it

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possible for the individual to base his decisions on fact and not intuition.

Feminine beauty has not been neglected. Milady's figure has been recorded in detail: It is now possible to obtain charts showing how to bend an eyebrow, change a lip, lengthen an eyelash, cover a bulge, or curl a hair. She has been presented with the "facts" of beauty. The world has established a standard of beauty with regard to figure, face and hair.

To meet this demand, Milady does not have to "guess" her conformity. She can know the ideal appearance by following each fact outlined in her beauty charts.

Raising children need not be the chore it once was. Parents are informed through magazines, papers, and books that the facts of child behavior have been marshaled and presented by age group. Should a parent suspect that little Johnnie, age 2, is showing a tendency toward arson because he set fire to the garage door, he need only consult the "book" and find that this behavior is normal for a two-year-old and the parent need not concern himself. Parents may anticipate some of irregular be-

havior of their children by preparing themselves with the facts of average child behavior patterns. Facts may also indicate that little Johnnie be paddled on his posterior.

The defenders of intuitive reasoning are legion and their arguments border on the superstitious and, at times, the supernatural.

Every individual is influenced, daily, by experiences, incidents and facts that imprint themselves on his sub-conscious brain by the thousands every minute of his waking day. When crises approach and a decision seems impending, these thousands of facts marshal themselves into an idea suggesting a decision. It is here that additional concrete facts are needed. Actual statistics should influence and dictate the answer.

Leave the intuition for the amateur gamblers, for professionals act on fact. They are well aware of the science of odds and will take few mathematical chances. If you must be intuitive, let your intuition tell you that your decisions must be made from factual data. Do not guess—act on fact!

The author is editor of the Memogram, the official publication of the management club of the Long Beach (Calif.) Division of Douglas Aircraft Co.

Here's a hint to the police force. A quick-witted native of Ireland applied for a position as patrolman on the Dublin police force.

"Suppose, Pat," interrogated the man in charge, "suppose you saw a crowd congregated at a certain point on your beat, how would you disperse it quickly and with least trouble?"

"Bejabbers, Oi'd pass the hat!"

NMA 1957-58 Zone Vice Presidents and Directors

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Robert Caldwell, Cannon Electric Co., Zone A; Charles L. Gruenberg, Douglas Aircraft Co., Inc., Zone B; Herbert W. Grounds, The National Supply Co., Zone C; Joseph F. Becek, National Supply Co., Zone D; V. P. Jiminez, Birmingham Slag Co., Zone E; Harold F. Meyer, Socony Mobil Oil Co., Inc., Zone F; Harry R. Jarrett, Alcoa, Zone G; Charles F. Anderson, Chrysler Corp., Zone H.

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KENTUCKY—George J. Bibelhauser, National Carbide Co.; Paul C. Linkous, Inland Steel Co.; Thomas Hand, Corhart Refractories Co.

LOUISIANA-Luther W. Beeson, Ethyl Corp.

MARYLAND—John C. Lay, Bendix Aviation Corp.

MASSACHUSETTS—Bernard J. Macker, Independent Lock Co.; G. Eldon Tufts, Sylvania Electric Products, Inc.

MICHIGAN—Charles F. Anderson, Chrysler Corp.; F. W. Parkinson, Jr., Great Lakes Steel Corp.; John Telep, The Budd Co.; Edward B. West, Kelvinator; Robert S. Hale, Battle Creek Public Schools; William J. Phelan, Monroe

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Sirs:

. . . Joking about safety in our plant, and in the steel industry, is tantamount to stepping on the flag or belittling the Constitution. This is not to say that we do not attempt



to inject humor into safety, but the feeling . . . [here] was that this cartoon (see cut) conveys an unfortunate connotation for the outstanding safety record in the steel industry, and for the work of safety directors in general.

... [Your] magazine [is] devoted to the science of management, and your editorial judgment can be exercised to get cartoons which would be constructive as well as humorous—at least, to get cartoons which would not be quite so specific in

naming the steel industry, or any other industry for that matter.

We are not lathered up about the cartoon . . [it] is an attempt on your part to spruce up the magazine, I'm sure, and we approve of your objectives. . . J. A. Donovan, Director, Community Relations, Inland Steel Co., E. Chicago, Ind.

EDITOR'S NOTE: NMA Member Donoves is indeed right about steel's outstanding safety record. The iron and steel industry's disabling injury frequency rate last year was lower than ever, and about 8 per cent below the 1955 average, according to American Iron and Steel Institute on the basis of statistics recently released by the National Safety Council.

The 1956 rate for steel was 3.83 disabling injuries per million man-hours worked, or 40 per cent lower than the all-industry average of 6.38.

Steel's figure compared with an average of 4.16 during the preceding year, and with the previous all-time low record of 3.85 attained in 1954.

Meanwhile, the 6.38 average for all industries last year compared with 6.96 in 1955 and 7.22 during the year 1954.

In 30 years, from 1927 to 1956 inclusive, the steel industry succeeded in lowering its rate nearly 82 per cent. During the same period, the all-industry average declined slightly more than 75 per cent. Sirs:

In the October, 1957, "Management Team of the Month" write-up on the Heppenstall Management Club, Pittsburgh, you say that the club rarely draws "less than 10 per cent" of the membership at its monthly meetings. Surely it is higher than that! . . . Calvin R. Agnew, Kansas City, Mo.

EDITOR'S NOTE: Reader Agnew is correct, and be caught MANAGE in a typo. The statement should have made clear that a meeting of the Heppenstall Management Club rarely draws less than 80 per cent of its membership. Our apologies to the October Management Team of the Month, and thanks to Sharp-eyes Agnew.

NMA 1957-58 Zone Vice Presidents and Directors

(Continued from page 49)

Auto Equipment Co.; G. Ralph Turner, Clark Equipment Co.

MINNESOTA—A. A. Ettel, Northwest Airlines, Inc.

MISSISSIPPI—John C. Bobb, R. G. Le Tourneau, Inc.

MISSOURI—Berlin M. Richardson, Bendix Aviation Corp.; Edward J. Schuett, TWA.

NEW YORK—James W. Anderson, Westinghouse; Floyd L. Jones, The Black-Clawson Co., Inc.; J. Patrick O'Malley, TWA; Thomas M. Barron, Harrison Radiator Corp.; Harold F. Meyer, Socony Mobil Oil Co., Inc.; John H. Walsh, Carrier Corp.

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McCartney, National Tube; W. J. Mowery, Columbus Auto Parts Co.; George W. Tomlinson, Formica Corp.

OKLAHOMA—George A. Bullock, American Airlines, Inc.; Charles L. Gruenberg, Douglas Aircraft Co., Inc.

OREGON-Henry W. Haase, Tektronix, Inc.

PENNSYLVANIA—Joseph F. Becek, National Supply; Charles F. Cook, National Supply; William D. Poet, The Oliver Corp.; William R. Clay, National Tube; Vincent P. McLaughlin, Heppenstall Co.

PUERTO RICO-W. Gene Coon, Sylvania Electric of Puerto Rico.

TENNESSEE—W. B. Hankins, Nickey Bros., Inc.; John A. Kingcaid, Jr., Crosley.

TEXAS-S. J. Middleton, Convair.

WEST VIRGINIA—R. E. Shelton, Island Creek Coal Co.; Delbert E. Smith, ACF Industries, Inc.; Mack H. Shumate, Truax-Traer Coal Co.

WISCONSIN—Ralph J. Paddock, Mirro Aluminum Co.; Robert P. Walbridge, Lakeside Bridge and Steel Co.

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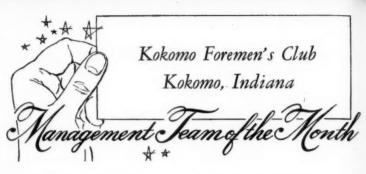
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THE KOKOMO FOREMEN'S CLUB has gone "all out" for plant visitations. A project in which all members can participate, it has become one of the most enjoyed features of the club's educational program. "Diplomats without Portfolio" is a word-picture of these hundreds of Indiana trotters. Over a period of 10 years, they have visited approximately 100 plants and—figured on an hourly basis—have consumed between 400 and 500 hours of their own time on this one educational program.

Kokomo's club visits industries within a radius of 50 miles, as well as plants within its own city.

Many contacts are made through personal acquaintances of the National Management Association while other contacts are made "cold" from letters to personnel directors. "It's legalized spying," remarked one club member. When touring the plants, time and motion studies are closely scrutinized to take back home for experiment. Thousands of ideas are visually picked up to take back to

higher level management to revise for individual plant needs. Safety ideas have been carried home and put to use immediately and one of the largest items of interest is "house-keeping." Club members have seen immaculate plants where housekeeping runs a very close second to production. If permission is granted, the club's official photographers capture some ideas on film.

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Adopting the Missourian's Way of Life of "show me," club members have gained informative brain-pictures of new operations and have secured prestige in the eyes of their own top management. Not only have they put new ideas to work, but they have cemented life-long friendships between plants and National Management Association affiliated clubs by their visiting methods.

Since it is expected of foremen to cut costs and speed production, it has been said that several thousands of dollars' worth of savings to plant operations each year can be directly traced to plant tours. Specifically, one Kokomo plant inspired by a Safety ne and one of "houseve seen

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ladle-pouring method, put the idea to work, thus saving several thousands of dollars. A second plant spotted an idea and developed it for practical use—a new high-speed production conveyor system; and thirdly, a radio manufacturer, long needing new processes to meet its highly competitive field, put to use a new hookup idea which netted the company a greater profit on a closely-figured job.

In summation, Kokomo's club members have adopted a three-point program for the future plant visits: (1) Reduce problems and increase understanding of assembly-line production, (2) Point out defects in their own systems, and (3) Attempt to solve many personnel and psychological problems within their own industry.

Joe T. Samsel, president, Kokomo Foremen's Club



"Now if that isn't an
I'd-rather-draw-unemployment-compensation-than-work
expression, then I've never seen one!"



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by James Black

CAN A UNION FORCE a company to discipline a supervisor? That's a question which, with many variations, frequently plagues industrial relations management.

Naturally, the strength of a company's personnel program depends on the firmness with which it backs its front line foremen. If a supervisor knows that his decisions won't be supported by his superiors, he's not likely to stick his neck out when there is trouble. He prefers to pass the buck, and you can't blame him! Why get caught in the middle when you have no chance of winning?

AUTHORITY MUST GO WITH RESPONSIBILITY

A company, indeed any kind of organization, can accomplish nothing unless the people responsible for operating it have the authority to do their jobs. That authority must be protected even if, at times, it means going down the line in defense of an issue that is not 100 per cent sound. The late Hiram S. Hall told

of an incident of this kind that happened when he was serving as an industrial relations consultant. He had taken a grievance case to a hearing, and knew that his arguments had small chance of convincing the arbitrator.

"Why did you let things go that far?" he was later asked by a friend.

"The foreman had made a decision," replied Hall, "which was morally right but technically wrong. By the time I was called in, the argument had gone too far for a compromise. The only way we could save our supervisor's face was to fight it out even though we knew the odds were very great against the arbitrator's sustaining our position. But if we had simply settled the dispute on the union's terms our foreman would always have thought his

management let him down. It would have affected his attitude. So we decided to go the limit. Even though we lost the case, the foreman realized he had management's backing, and he saw that the reason the arbitrator ruled against him was due to his own mistakes. The arbitration went against us, that's true. But we made a better foreman in the process, so it was worth it."

Of course, men who hold management responsibility must be worthy of their trust. No company can continue to back a supervisor who is continually in hot water because his subordinates will not accept his leadership. The ability of a company's foremen is an accurate indication of the ability of its management as a whole. If foremanship is weak, the quality of executive leadership is probably questionable. For the foreman handles personnel and labor relations problems as they occur on the plant floor. He is the first target of a militant union or a problem employer. He has tremendous responsibility. To shoulder it he must understand personnel administration, know his union contract, and handle his employee relations job with judgment, coolness, courage and impartiality. His actions write the company's case in any dispute that becomes a formal grievance. So he must have intelligence and leadership capacity, but his company must give him the training he requires to do his job and apply these qualities effectively.

"FIRE HIM," DEMANDS THE UNION

Not long ago an Eastern company ran head-on into the question: Can a union under the grievance procedure demand a foreman's discharge? The union in this situation had insisted on the dismissal of a supervisor for improper conduct. It charged he was "vicious, dangerous and physically abusive to employees."

"This case is not arbitrable," replied the company. "Foremen are excluded from the bargaining unit. Under our contract, no arbitrator has the right to rule on the matter."

The dispute eventually reached a hearing. But the question of whether or not the foreman was guilty of improper conduct was not at issue. Management had refrained from arguing that point. It said, "While we deny the union's claim that our foreman was guilty of the acts with which he is charged, we hold that the disciplining of supervision is entirely a responsibility of the company. The sole right to hire, promote, transfer, discipline, or lay off employees is vested in the company. According to the agreement, the union's demand for discharge is nonarbitrable."

Here is an argument over a principle in labor relations that is significant to every foreman. In defense of all of its supervision, a company had refused to discuss the merits of a union's case against a foreman under the formal grievance procedure. It

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said, in effect, the matter was none of the union's business. The hearing was held to determine whether or not an arbitrator would sustain management's position. For the company made it crystal clear that the issues it was submitting to an arbitrator's judgment were:

ONE—Whether the union's request for the discharge of a foreman is arbitrable within the terms of the current contract.

TWO—Whether under the terms of the contract there are grounds to support the union's request.

MANAGEMENT'S ARGUMENT

To back its case, management presented the following argument:

ONE—Supervisors and foremen are excluded from the bargaining unit. Although the company insists that its foremen conform to principles of courtesy and fair play, the union's demand that a foreman be dismissed as punishment for alleged misconduct is non-arbitrable.

TWO—The company cited four cases as precedent for its point of view. In each of these cases the principle of the non-arbitrability of a union request for the discharge of a supervisor had been upheld.

THREE—Even in the case cited by the union to attempt to prove that the misconduct of a foreman was arbitrable, the arbitrator admitted he had no jurisdiction over a supervisor not in the bargaining unit, and refused to take evidence on the merits of the issue.

FOUR—In all of the cases cited by the company to show such a question was non-arbitrable, the arbitrators concerned had closed the back door entrances of safety, health and welfare clauses cited by unions to justify demands that supervisors, not in bargaining units, be dismissed.

FIVE—The union's very words, "It did not wish to intrude upon the area of selecting and assigning supervisors," is, in itself, recognition of a management right beyond its control.

SIX—The contract states that the arbitrator "is not empowered to alter, revise, or abolish any agreements or impose on the parties any new rule, regulation or stipulation not already contained in the contract."

SEVEN—The company's wish to maintain a decent and healthy relationship with the union can only be realized if each party respects the rights of the other. In this case, the union is seeking to interfere with the rights of the company.

CASE FOR THE UNION

The management case was well developed, logical and fact-studded. Shall we see how the union answered it? Here is the argument:

ONE—Since no factual evidence was presented regarding the actual conduct of the foreman involved, it must be assumed that the company's position would be the same no matter how heinous was the conduct of

a foreman. A sex degenerate foreman, for example, could continuously molest and assault female employees, and the union would have no power to protect its members. If the company did not desire to remove such a person, employees would just have to suffer such physical atrocities as

them.

TWO—The union said it had no desire to intrude on management's rights. Its concern was not with the conduct of a particular foreman, but with working conditions in general. If in obtaining relief from certain oppressive working conditions the status of a foreman was affected, that is only incidental.

the foreman desired to inflict on

THREE—The union cited the health and welfare clause in the contract as justification for its argument that the case was arbitrable.

FOUR—The union claimed that it must have the right to grieve commensurate with the breadth of the arbitration clause. To deny the right to strike, and then deny the right to arbitrate a dispute, is to forbid the union to seek a remedy for its complaint, it argued.

FIVE—In every example that the company cited as precedent for its position on the non-arbitrability of the case, certain facts were omitted. In every case there was no lack of jurisdiction in principle. There was merely failure to show sufficiently noxious conduct on the part of the foreman.

SIX—The company position, said the union, carried to its logical extreme, would mean that it could not be ordered to do anything regardless of contract clauses to the contrary. The foreman is the agent of the company. He has no greater immunity from contractual obligations than the company. These obligations are enforcible by the every day, run-of-themill type of arbitration case.

REASONING OF THE ARBITRATOR

There you have the argument—both sides of it. Management claimed that the union's demand that one of its foremen be dismissed was not an arbitrable matter. The union held, on the other hand, that the conduct of the foreman had violated contract clauses, and sought his dismissal as a remedy. The arbitrator was faced with a knotty problem. This is how he analyzed the case;

"Ordinarily," he said, "the submission to arbitration covers both aspects of the issue, and the specific issue grieved about by the union becomes the focus of attention. If the union's position is sustained, a remedy follows, although it may not be the precise remedy desired by the union. This is an important point. An arbitrator's literal support of a union's requested remedy is not a controlling consideration when he passes judgment on the occurrence causing the grievance. Moreover, only if that cause is not sustained will the remedy be automatically denied. This case is

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different. The company's position is that because the remedy sought by the union is not abitrable, the entire issue must be so declared."

The arbitrator then pointed out that primary attention had to be given to the distinction between the grievance proper (the conduct of the foreman) and the remedy sought by the union (his dismissal.) These two elements, he said, are not organically united. Therefore it would not be artificial to separate them.

The arbitrator continued, "The company denies the alleged abusive conduct of the foreman, but unless the case is heard no determination can be made on that point. As long as the nature of the foreman's conduct has not been appraised, abuses unknown by the company and unidentified can be continued with impunity; and, just as deplorably, allegations of abuse can grow into a tradition that defeats all pretense of cooperation.

"The argument of the union that the foreman, both as a person and as a supervisory title, is purely incidental insofar as correcting an abuse which is inimical to continued good relations and safe conduct on the job, is a good one, philosophically speaking," observed the arbitrator, "but it ignores the simple facts of the situation. The union is literally asking the arbitrator to administer discipline to a foreman who is not in the bargaining unit, and, therefore, not under the agreement. An arbitrator is not management.

"Moreover, the union has contended that since the merits of its case against the supervisor have not been heard, the issue of arbitrabiling on principle must assume as true the heinous acts of the supervisor. This is completely self-serving. To take the union's example, it is obvious that a foreman who is lustfully assaulting female employees would be a criminally actionable shop and social menace. No labor agreement or management prerogative could protect him. Therefore, use of the extreme of behavior as a test for the arbitrability of discharge could only be sustained if the merits of the case had been heard and the actual findings of extreme misbehavior revealed.

"I hold it is simple justice to distinguish between the grievance proper, which concerns only the conduct of the foreman, and the remedy sought, which involves his discharge."

The arbitrator at this point referred to a decision made in the case of a similar dispute between a union and a rubber company, which conceded that under certain circumstances the removal of a foreman may be a legitimate matter of arbitration. This decision stated. "The true principle, recognizing the right in general but the limitation in extreme cases, would seem to be that a demand for the removal of a foreman is ordinarily not arbitrable, but that if conduct is beyond the limits of lawlessness or decency, making for an intolerable condition which management itself could not,

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In summing up the arbitrator said. "Obviously, determination of the extremes of conduct can be made only after the case is examined in detail on its merits. It would take some sort of arbitrative double-talk to say, prior to a hearing on the merits of a case, that the discharge of a supervisor is arbitrable on the principle that perhaps he resorted to the extremes of misconduct, and then, after the case has been heard on its merits, conclude that the supervisor's actions were not so heinous as charged, and that therefore the charge is not arbitrable after all. In short, the union's grievance regarding the improper and abusive conduct of the foreman is arbitrable. The remedy the union seeks-his discharge-is not."

SIGNIFICANCE OF DECISION

This decision and similar ones are very important to industry's supervisors. For very frequently an aggressive union will seek to undermine a capable foreman who is insisting on a fair day's work for a fair day's pay with charges that he is unjust to employees. As a matter of fact, when all else fails it is very seldom that a union neglects to use this argument in grievance disputes involving the insubordination or discharge of an employee.

"When you haven't got an argument, attack the foreman," is an elementary tactic of many a shop steward. What supervisor hasn't heard the union pound the table and cry, "Bill Smith got a bad deal when he was disciplined. Maybe he did lose his head, but the foreman egged him on. The foreman is unpopular with the men. He's unfair and abusive. It wasn't really Bill's fault. It was his boss who was to blame."

The modern supervisor is an intelligent, capable fellow. He has to be or he wouldn't hold his job. Under a union contract an employee can grieve on a variety of issues. It would be extremely difficult for a foreman to act in an unjust, arbitrary or capricious manner when dealing with employees without being flooded with so many legitimate grievances that his supervisory incapacity would be sharply called to management attention. It is equally true that it would be a rare management indeed that would permit a foreman to remain in his job who was totally incapable of performing it. Such a person would be a constant headache. And what company would stubbornly insist on keeping an incompetent person in a key position just to prove to a union that it had the right to do so?

Naturally, any arbitrator's decision is affected by the facts of the particular case he judges, and by the particular contract which sets the limits on his authority to judge it. Moreover, arbitrators are human, and their opinions are influenced by their prejudices, emotions and philosophy.

Finally, cases involving the same question may be superficially similar but fundamentally quite different. So precedents may be found to substantiate almost any position a union or management chooses to take. The arbitrator in this instance presented a well-reasoned argument to support his ruling. He said substantially that under certain circumstances a union might grieve about the conduct of a supervisor and that such grievance might go to arbitration. But, he pointed out, fixing the penalty that such a supervisor should receive for his behavior was beyond an arbitrator's authority. This leaves the door wide open to a number of solutions, including transfer.

Because today's foreman is management's front line in labor relations, it is tremendously important that he have a sound knowledge of personnel administration, and the

ability to interpret and administer a union contract. Knowledge is a foreman's best protection in tough situations. If he doesn't have technical understanding of the regulations that govern management relations with organized employees he is fair game for a smart shop steward, who may use him as a "fall guy" in a move to accomplish a much broader objective. Management should recognize this, and so should foremen. Certainly a company must give its foremen solid backing in situations where a union seeks to take action against them. Certainly it must support the decisions of its supervisors. But those decisions must be the right ones to make that support effective. So in a final analysis. the best protection management can give its foremen is the training that makes them top-notch front-line personnel managers.

This case is based on one described in LABOR RELATIONS REPORTER.

MANAGE Subject Back At Work

The injured aircraft mechanic who became the project of the Hayes Aircraft Management Club of Fort Rucker, Ala., has returned to work after two and one-half years. The story of Vernon Sorensen, his family

and the Hayes Management Club were featured in the March, 1957, MANAGE "Management Team of the Month" article. Sorensen was back on the job on July 29th, following his fifth operation.

The boss was feared by his staff for the caustic memos he wrote. One day one of his assistants discovered to his horror that he'd given the executive a set of wrong figures. Fearfully he wrote to the boss.

"In answer to your memo of tomorrow . . ."

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by WILLIAM M. FREEMAN

Business prophets are having a field day as the year comes to a close. Some of them are busy preparing statements minimizing the year's bad showing and expressing cautious optimism on 1958.

It is true that when all the figures are in, which won't be for some time, these 12 months won't make a very good showing. This index and that one will show minus signs in comparison with 1956 or with a 10-year average or whatever base is chosen—but:

What of it?

The essential purpose of this country, which means the people in it and not the economists and the statisticians, is to produce goods that make—

A WAY OF LIFE

—and not to make a good showing in terms of a line on a chart. How people live and whether they fare better or worse cannot be measured, nor should the attempt be made.

More people have more things, which means that more people have the raw materials with which, if they choose, they can fashion a fuller life. Many more people live in

houses instead of crowded apartments. Many more have cars and television sets, perhaps two of them. The swimming pool in the backyard is a commonplace, so common that a number of communities have passed ordinances requiring pools to be fenced lest small children fall in.

Just as an example of what's in store in the way of new products, next spring will see—

ALUMINUM CANS

—marketed competitively with tinplate, the conventional metal for cans. With steel going up in price, this advance in metalworking takes on considerable importance. Victor Muscat, president of Victor Muscat Products Company, world's largest producer of aluminum tubes, reports that his plant at Newport, Ark., is set to turn out 120,000,000 aluminum cans annually, with the first of a long procession coming off the assembly line next month.

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ne day ecutive The initial higher price of aluminum, he notes, is being overcome by a more efficient and automated manufacturing process. And, meanwhile, the price spread between aluminum and the steel underlying the thin tin coating is being cut down by the price rise in steel.

Prices of the new models of automobiles, also affected by steel increases, are up three to five per cent over 1957, but it doesn't seem to make very much difference to carbuyers. There are still no parking places to be had.

(A current Detroit joke tells of the man who bought a new car he saw displayed in a showroom window, then asked if he might leave it there. "I'll never get as good a parking place again," he said.

Part of the steady rise in prices of all sorts of raw materials, food and finished goods can be ascribed to—

INFLATION

—that affects everyone. Recent Census Bureau figures noted that personal income in this country hit an all-time high of \$1,940 for every man, woman and child in the nation. It is true that these are "soft" dollars with much less value in terms of goods than the dollars that preceded them.

Just the same, take a look around. Observe the heavy traffic, the appearance of the riders and the pedestrians. Would a visitor from

Moscow be anything but impressed by our prosperity?

Much of the affluence that can be seen on the surface is not paid for, of course, but credit selling, time payments and other devices for distribution of goods are here to stay. The concept of paying out of income is valid and workable, even though there are economists who are concerned over the fact that close to \$40,000,000,000 of personal consumer credit is outstanding. Each payday part of this great debt is retired and new goods are bought, so that the wheels of commerce keep turning.

Critics of the American way often

ADVERTISING

—as causing consumers to buy things they do not need or even want. They are "pressured" into buying and going into debt to do it, the worriers charge.

It is true that advertising men have committed a great many serious sint. They lean heavily on mysterious scientific ingredients, ratings from juries, endorsements by improbable and unlikely endorsers and inventions of wondrous new diseases that only The Product can cure.

But, however badly some elements in advertising fall down on their job, the solid merits of the American producer's output of goods and services are there. These manufactures have come of age in the present generation. Although there are still some who do not go beyond achieving a many tion

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ing a higher dollar income, there are many more who recognize an obligation to their employees and to their customers.

A recent example of what an enlightened management can do is that of Helene Curtis Industries, Inc., Chicago, manufacturer of hair care and cosmetic preparations. Curtis has noted a shortage of facilities for—

EDUCATION

—and is doing something about it. It has put in operation a unique educational program for its workers designed to curb the lack of room in the colleges and to suggest a method of improving employee performance and morale. In cooperation with Roosevelt University, Chicago, Curtis is offering its workers a general college education, with credits acceptable for degrees. Courses are

being offered to all 1,800 employees, with Roosevelt University instructors using classrooms provided in the Curtis plant, and tuition, books and all materials paid for by the company.

The first phase of the in-plant program began a few weeks ago with 78 students enrolled in courses in accounting, business administration, business law and psychology.

Gerald Gidwitz, chairman of the board of Curtis, said the plan was set up to help employees to improve themselves and to broaden their horizons.

"From the management point of view," he commented, "we have proved that an employee who is furthering his education is much more valuable in his job because he has a wider perspective and is more aware of his own potential for growth and advancement."

Statement required by the Act of August 24, 1912, as amended by the Acts of March 3, 1933, and July 2, 1946 (Title 39, United States Code, Section 233) showing the ownership, management, and circulation of MANAGE Magazine, published monthly on the 25th at Dayton, Ohio, for December, 1956.

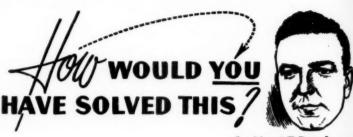
1. The names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, The National Management Association, 321 W. First St., Dayton 2, Ohio; Editor, Dean Sims, 321 W. First St., Dayton 2, Ohio; Managing Editor, William W. Keifer, 321 W. First St., Dayton 2, Ohio; Business Manager, L. E. Nangle, 321 W. First St., Dayton 2, Ohio.

2. The owner is: The National Management Association, a non-profit organization incorporated under the laws of the State of Ohio.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fluciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner. S/ Dean Sims, Editor.

Sworn to and subscribed before me this 10th day of September, 1957. [SEAL] S/Jean B. Adams, Notary Public. (My commission expires August 1, 1958)



by Lloyd P. Brenberge

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than JANUARY 10, 1958. Address your solutions of no longer than 500 words to Editor, MANAGE, 321 West First Street, Dayton 2, Ohio.

PROBLEM No. 22

THE OLD SWITCHEROO!

Bill Doe walked into his office with a puzzled look on his face. His boss noticed his expression and said, "What's troubling you, Bill, something wrong on the job?"

"No, not exactly," replied Bill. "It's just that I have just had the old switcheroo pulled on me. You know the new man who was transferred into the department—well, his production has been double the output of the rest of the men. He just came up and told me that since his output was double that of anyone else on the group, he should be getting double pay. Ridiculous as it seems, he was honestly sincere. And even more ridiculous I have to admit I couldn't give him a logical or reasonable answer! Maybe we should remove the maximum that can be earned under our incentive system. But that doesn't give him an answer now, does it?" How would you have answered this one?

(Remember the deadline: January 10, 1958)

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THIS WAS SUPERVISORY PROBLEM No. 19

The men in Max Doe's group had been complaining about the uncleanliness of their locker room for a number of days. Max had passed the complaint on to plant housekeeping and had been making daily visits to see what improvements had been made. As he entered the locker room one morning he saw Gus, one of his mill hands, leaning against the wall, directly under the No Smoking sign, reading the newspaper, smoking a cigarette. Max asked Gus to come into the office. He mok out the supervisors manual and read the following statement to Gus. "The penalty for smoking in areas where smoking is prohibited is: The first offensethree-day disciplinary layoff. The second offense-five-day, disciplinary layoff. The third offense- discharge.

"We have always followed this procedure to the letter," Max told Gus.

"But that's pretty harsh," Gus replied.
"There is no fire hazard close by, what's wrong with that?"

"You know the rules Gus, so that's the way it has to be," Max said. "Okay then, I'm going to file a grievance," said Gus, "Get me the Steward, we'll get that supid rule changed!"

How would you handle this situation from this point?

North American Aviation, Downey, Calif.

nom uns point:

PROTECTION & OBLIGATION By R. A. Marshall,

It is interesting to note that subsequent to Max telling Gus that they always followed the procedure to the letter in assigning penalties for smoking in restricted areas, Gus made four statements, none of which could be considered a just reason for Max to change his decision. It would, however, seem quite in order for Max to explain fully the company's position before enforcing the penalty.

"But that's pretty harsh," was Gus's first remark, and it referred to the severity of the penalty. This, of course, is true,

THE WINNERS

Here are the best solutions to the supervisory problem No. 19. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

but harsh only for the offender. What of the lives and property that were endangered by this violation of a company rule? . . .

Gus's second statement, "There is no fire hazard close by, what's wrong with that?" is not convincing, and certainly has no tangible merit. Hazardous areas are evaluated by qualified men, and restrictions are set up to neutralize the existing dangers as much as possible. . . .

The third and fourth remarks seem to go together. The threat to turn in a grievance and the demand to see the steward are within the rights of Gus. Max should call the steward, but even this does not change the complexion of the case.

As a supervisor, it is Max's responsibility to act in the best interests of the company. The company established the restriction, and the company set the penalty. Gus has offered no justifiable excuse for the violation. Therefore, Max must issue the citation. However, as a supervisor it is also his responsibility to promote good will among employees. A little tact and patience in explaining the company's position should go a long way in easing the immediate tension and insuring future respect for company rules.

TOO SEVERE?

By V. E. Holland,

Industrial Relations Dept.,

Westinghouse Electric Corp.,

Buffalo 5, New York

If Gus feels he is being mistreated, or that he doesn't agree with a company rule, there should be no objection in calling in the steward. In fact, the steward could have been called in when Max has asked Gus to come into the office. It appears as though Gus is only complaining about this "stupid" rule. However, he may be putting the blame on the rule to cover up for his being caught in the act of violating a company rule.

Although company rules are not negotiable, and Max doesn't have to explain the reasons for adopting these rules, I believe he will get better results if he explains to Gus and the union steward why there is such a rule of "no smoking." In fact, the company should have communicated to all employes the various company rules and the offenses for each one. The union steward should realize that the enforcement of company rules is management's prerogative, and if he is a good union steward, he should point out to Gus why it is necessary to enforce them.

Max cannot afford to ignore the threeday disciplinary layoff. First of all, as a supervisor he has to enforce company policy. Secondly, he cannot afford to set a bad precedent for future violations. Moreover, once he has committed himself to take action—he cannot back out.

Although I generally think the threeday disciplinary layoff is too severe for a first offense . . . I believe Max should punish Gus as pointed out in his supervisor's manual.

SHOW JUSTICE
By Joseph Moncrief,
Public Relations, Bendix Radio Div.,
E. Joppa Rd., Towson 4, Md.

Before plunging into a solution of this problem, some assumptions should be made. There seem to be five pertinent ones:

- (1) Gus is a union member:
- (2) This is Gus' first no-smoking offense:
- (3) The locker room is a no-smoking area because of uncleanliness only;

- (4) The uncleanliness is caused by carelessness of men like Gus;
- (5) There is still fair communication between Max and Gus.

Preferably, the steward should never be brought into the problem, to say nothing of a grievance. Max, however, has no choice but to discipline Gus in accordance with the regulation, because to do otherwise is sure to undermine company policy and commit an unfairness to the other employees.

The problems are (a) to show Gus the justice in the policy and forestall the grievance, or failing this (b) to handle the grievance in the first or second stage.

Gus says that no hazard exists. I (Max) would suggest that we return to the locker and point out the hazard that does exist and there explain to Gus why the locker room is off-limits to smokers. Then it should be made clear that the nosmoking rule will be changed as soon as the room is restored to the former clean condition. Gus' reaction to this will determine the next step. If he accepts this along with the three-day layoff, all is solved.

If Gus insists on a grievance, then the steward should be called in and essentially the same explanation should be given to him in Gus' presence. I would then suggest that they talk it over in my absence, and ask the steward to call me in when they have reached a decision. If the steward is reasonable with Gus and understands that Gus must "face the music" and take the three-day layoff, again the problem is solved.

If a grievance must be filed, I would stick to my guns in fairness to the company and other employees who have complied with the regulations. At the same time, I would continue to keep after the problem of cleaning up the room with my appeals to both the plant maintenance department and the careless employees and have the restriction removed when the room is properly tidy.

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JAN Birmin Superi Fulleri Willon Our growth in membership has been paralleled by a growth in stature as a professional organization for all men and women of management. The opportunity to meet and associate with your fellow members from all over the United States and from Canada and Puerto Rico is one that I wish every member could enjoy, because you cannot help leaving the Conference with a feeling of intense pride and strengthened faith in the management of American business and industry.

Through my close association with the NMA movement, I have come to see clearly that the solutions to many of our industrial problems are within the grasp of forward-thinking, responsible, supervisory management people with initiative. Because, basically, most problems are human ones, the NMA is increasing its efforts to place improved techniques for the supervisory function of management in the hands of our members. In addition to the techniques and providing the program media for supervisory management development, the NMA also realizes its responsibility for helping our members appreciate the need for continual development. Sometimes we call this "inspiration" and we all need to be inspired to work harder, even for a valuable achievement like success in management.



NMA CLUB ANNIVERSARIES

DECEMBER: 5-year, Hillsdale Management Club, Hillsdale, Mich.; 10-year, Alcoa Management Club, East St. Louis, Ill.; John E. Fast Management Club, Chicago; Kelvinator Management Club of American Motors Corp., Grand Rapids, Mich.

JANUARY (1958): 10-year, Bendix-Detroit Management Club, Detroit; Birmingham Slag Management Club, Birmingham, Ala.; Olson Rug Company Supervisors' Club, Chicago; Rheem Automotive Company Management Club, Fullerton, Calif.; 20-year, Management Club of the Ohio Rubber Co., Willoughby, O.

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Report to the Membership Marion N. Kershner **Editorial Memo** Dean Sims **Washington Report** Stewart French Philosophers & Industry Dr. Richard S. Rudner Supervisory Check List Alfred M. Cooper **Building Good Communications** Iron Age Science and Engineering Push-Pull Dr. Lawrence R. Hafstad It Isn't Always the Nut Behind the Wheel Mel Samsel Job Interviews Ineffective? Alexander Borden The Japanese Foreman T. E. Byers Supervision's Role in Preventing Asphyxia John B. Dunne **Diminishing Return** 35 Louis Ruthenburg Zeckendorf is in Town! 36 Norman Melnick A Cure for Our Tax Ills 41 Walter Patenge Intuitive vs. Factual Decisions John C. McKee NMA 1957-58 Zone Vice Presidents and Directors 49 Letters 50 To the Editors Management Team Award Kokomo Foremen's Club Act on Fact 54 James M. Black **Business Notebook** William M. Freeman How Would You Have Solved This? 64 Lloyd Brenberger

